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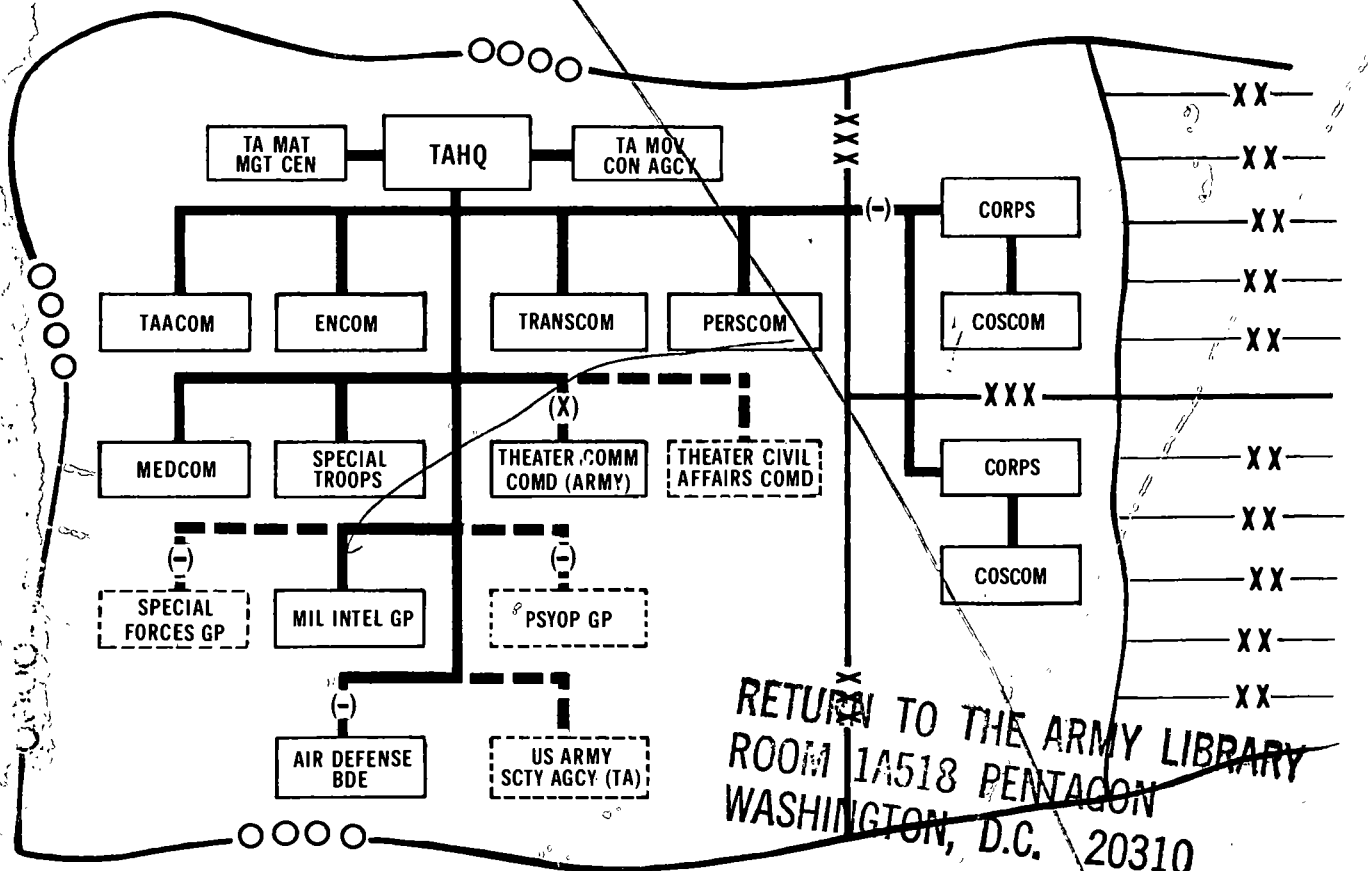
THEATER ARMY LOGISTICS



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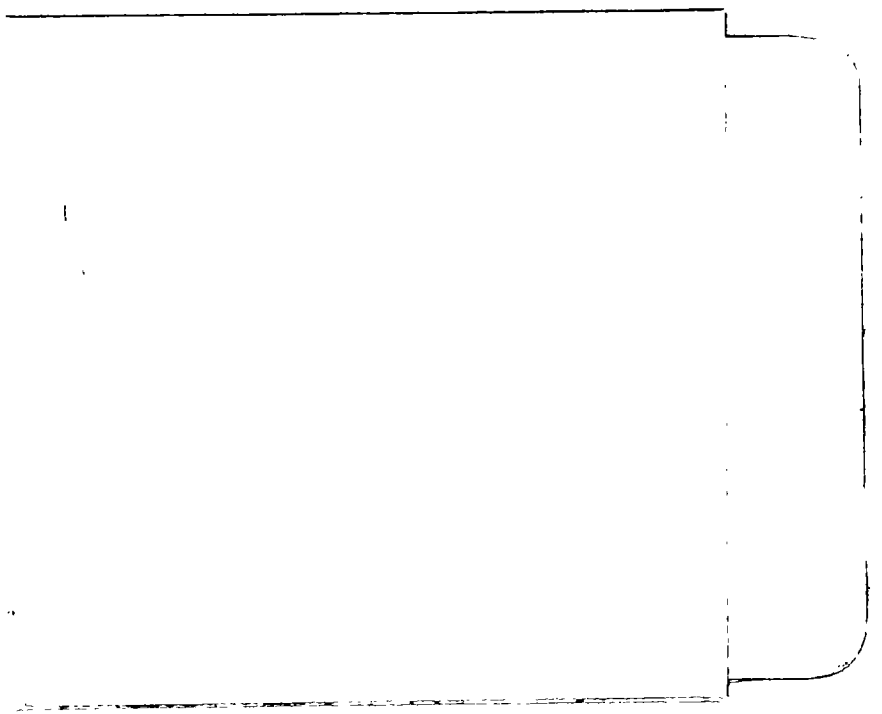

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Washington, DC, 15 February 1980

THEATER ARMY LOGISTICS

FM 54-7, 30 November 1976, is changed as follows:

1. Remove old pages and insert new pages as indicated below:

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Remove pages	*Insert pages*
2-1 and 2-2	2-1 and 2-2
	3-4.1 and 3-4.2
5-13 through 5-16	5-13 through 5-16
5-19 through 5-22	5-19 through 5-22

2. This change updates the manual to add new doctrine resulting from approval of the Bulk Petroleum Fuels Distribution in a Theater of Operations Study.
3. Use of the words "he" or "she" in this publication is intended to include both the masculine and feminine genders unless otherwise noted.
4. A box ■ indicates new or revised material.
5. File this sheet in front of the manual for reference purposes.

By Order of the Secretary of the Army:

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Chief of Staff

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REFERENCE

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*This manual supersedes FM 54-7, 3 March 1972 and FM 54-1, 27 July 1962, including all changes.

NOTE:

The words "he" or "his" as used in this publication are intended to include both the masculine and the feminine genders unless otherwise noted.

REFERENCE

CHAPTER 1

INTRODUCTION

FM 100-5, Operations, describes the modern battlefield as one characterized by extremely high degrees of weapon system lethality and mobility, generating devastating losses in a relatively short period of time. In such an environment, the role of combat service support units in developing and maintaining maximum combat power through the maintenance and support of weapon systems and their operators to their full operational potential takes on even greater importance than it has in the past.

In order to give a complete picture of the combat service support role of the theater army headquarters in the theater, this manual has been written in the context of a full-scale war with a fully developed theater army structure. Regardless of the magnitude of the conflict, whether it be a limited contingency operation or a full-scale war on a large landmass, combat service support must be flexible and responsive to ensure that the right support is in the right place at the right time. This support must be austerely supplied, properly applied, and efficiently used.

This manual presents an overview of combat service support in the communications zone (COMMZ) by US Army forces assigned to the theater army (TA). It describes the TA headquarters, major units employed with the headquarters, and responsibilities peculiar to the headquarters. The manual also briefly describes the major functional and area commands of TA operating in the COMMZ and the systems or methods through which they acccomplish their assigned missions. Users of the manual should refer to supplemental manuals referenced throughout this manual and listed in Appendix A for details of operations of subordinate functional and area commands and related activities. In some instances, the organizational doctrine discussed has not been fully implemented in tables of organization and equipment (TOE). A transition period will be required to develop new and revised TOEs.

This manual supplements FM 5-146, FM 5-162, FM 8-10, FM 29-6, FM 100-20, FM 31-85, FM 54-6, FM 55-1, FM 100-5, FM 100-10, and FM 100-15 (TEST) and is in consonance with international standardization agreements implemented in these basic manuals.

Users of the manual are encouraged to submit recommendations to improve its clarity or accuracy. They should key comments to the specific page and line of the text in which they recommend change. Users should provide reasons for each comment to insure understanding and permit complete evaluation. They should prepare comments on DA Form 2028 (Recommended Changes to Publications) and forward them direct to the Commander, US Army Logistics Center, ATTN: ATCL-CFL, Fort Lee, Virginia 23801. Originators of proposed changes that constitute a significant modification of approved Army doctrine may send an information copy, through command channels, to the Commander, US Training and Doctrine Command (TRADOC), Fort Monroe, Virginia 23631, to facilitate review and followup.

CHAPTER 2

THEATER ARMY COMMAND AND TERRITORIAL STRUCTURE

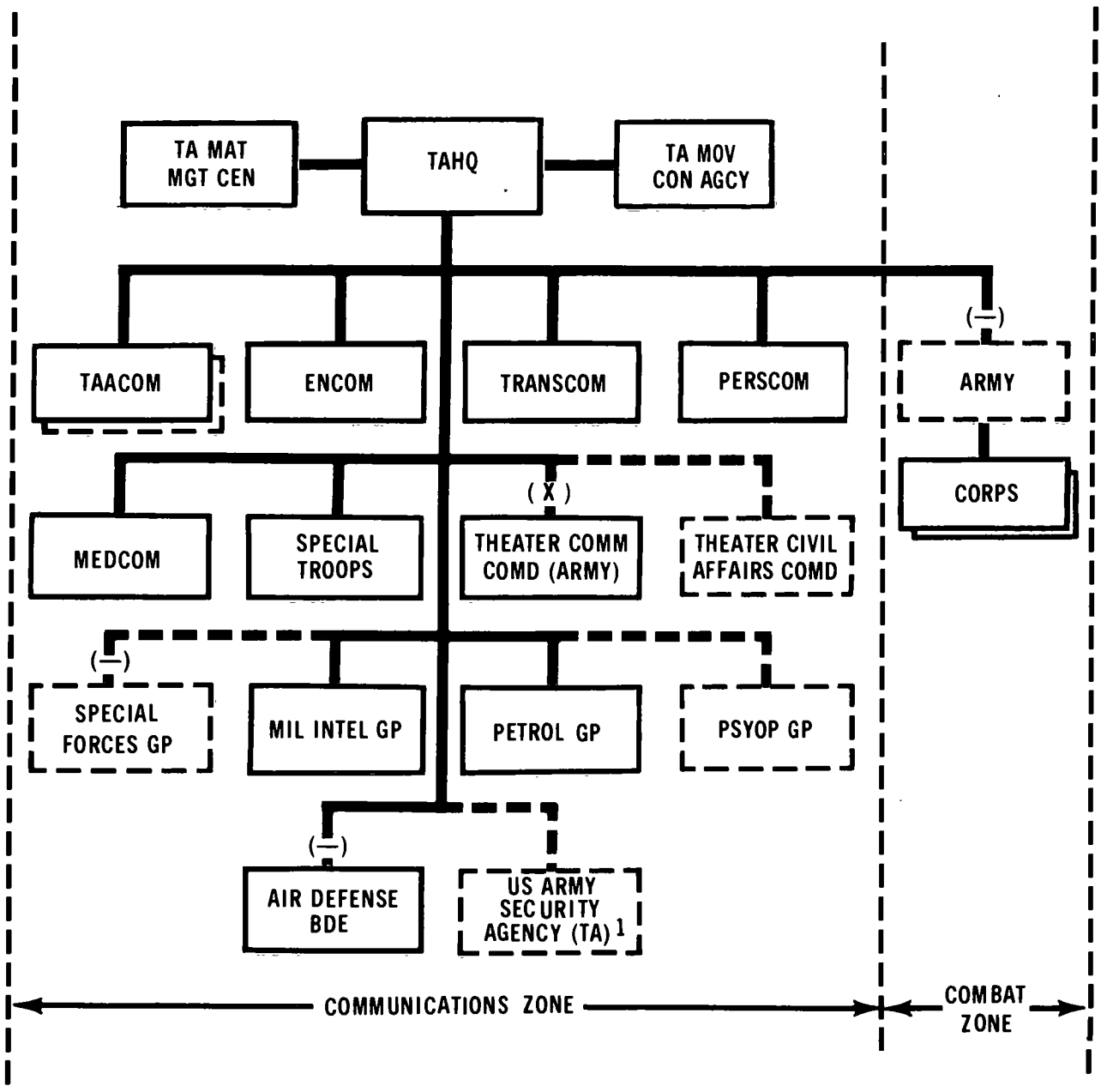
Theater of Operations

Within a theater of operations, US Army forces are employed under a unified command. The theater commander organizes the command and administrative structure of the unified command and exercises operational command of all assigned forces. Normally, this function of command is exercised through subordinate component commanders or subordinate unified or joint task force commanders, or directly through other task force or major subordinate force commanders. The theater commander exercises directive authority within his command in the field of combat service support.

Theater Army

The theater army commander is the Army component commander and is responsible for making recommendations to the theater commander on the proper employment of the theater army. He is also responsible for accomplishing such operational missions as may be assigned by the theater commander. Figure 2-1 shows the basic elements of a typical theater army. Other responsibilities of the theater army commander include training, administration, combat service support, welfare, and combat readiness of assigned Army forces and support of other forces, as directed. In wartime, the theater army commander exercises command of all US Army forces, less operational control of corps and other Army elements directly under the operational command of the theater (unified command) commander or other designated headquarters. In peacetime the TA commander normally will exercise command, including operational control, of all US Army forces in the theater except Army air defense artillery and the US Army Communications Command elements. Combat service support responsibilities of the theater army commander for specific geographical areas are normally assigned to the commanders of the corps support command(s) (COSCOM) and theater army area command(s) (TAACOM) in accordance with unified or combined command operational arrangements.

The theater army commander retains overall control of combat service support operations to insure uniformity of support in the combat zone and the COMMZ. He exercises control by establishing priorities for accomplishing the theater army mission and the allocation of combat service support resources as required. The theater army commander normally assigns responsibility and delegates authority to major subordinate commanders to issue technical instructions and to conduct technical inspections applicable to the force supported.



As required
Command
(X) Operational Control
(–) Command. During wartime, the commander of the unified or combined command normally exercises operational command.

[1]Provides support in accordance with AR-10-122

■ *Figure 2-I. Theater army organization (large theater of operations).*

Corps

The corps is the largest self-contained US Army organization with responsibility for combat, combat support, and combat service support functions. It conducts combat operations and provides the necessary combat support and combat service support. The corps consists of a headquarters; a COSCOM; a variable number of divisions; and other units, such as artillery, signal, military police, and engineer. FM 100-15 (TEST) contains a detailed discussion of the corps.

The corps support command (COSCOM) provides combat service support for the corps force. It provides direct support (DS) and general support (GS) supply, maintenance, field services, personnel and administration, transportation, and health service support to nondivisional units within the corps area; it provides GS supply, maintenance, field services, personnel and administration, transportation, and health service support to divisional units in the corps area; and it provides backup DS supply, maintenance, and field services to divisional units within the corps area. Garrision support functions are managed by either the corps or COSCOM headquarters staff. FM 54-9 contains a detailed discussion of the COSCOM.

Major Functional and Area Commands in the COMMZ

The major functional and area commands of theater army provide combat service support to Army forces and other services and agencies as directed. Combat service support provided includes direct support and general support to the COMMZ, rear area protection (RAP) within the COMMZ, and general support to the combat zone as directed by TA headquarters. The theater army commander assigns the commanders responsibility for carrying out combat service support functions to include administration, civil-military operations, construction, maintenance, health service support, combat military police support, personnel services, postal support, finance services, field services, supply, transportation, chaplain services, legal services, acquisition and disposal of real property, facilities engineering, topographic, engineering, and property disposal. There are generally five major subordinate commands that perform these combat service support functions. These commands are the personnel command (PERSCOM), engineer command (ENCOM), transportation command (TRANSCOM), medical command (MEDCOM), and theater army area command (TAACOM). The first four are functional commands that provide theater-wide combat service support to the theater army and other forces and activities as directed. The fifth subordinate command, TAACOM, performs a variety of DS combat service support functions and provides GS supply, maintenance, and services (less medical, communications security (COMSEC), and map supply) to the functional commands, to units passing through or located in the COMMZ, and to such other forces and activities as the TA commander directs. The organizational structure of the functional and area commands in the COMMZ is dependent on the particular requirements of the area and force to be supported, considering the nature of planned operations and the geographical features and political boundaries of the area. The size and composition of the functional and area commands is not fixed in doctrine but must be established based on the specific requirements of the supported force.

Theater Communications Command (Army)

The theater communications command (army) (TCC(A)) is under the operational control of the theater army commander and receives direct and general combat service support from the TA functional and area commands. This command extends communications from the theater rear boundary, where access to the defense communications system is available, into corps areas, where communications access points are established at area signal centers. The command provides command and area communications coverage in the COMMZ, COMSEC logistics support to the theater army, and provides signal units to major TA headquarters and area-oriented units in the COMMZ.

Theater Air Defense Unit

The theater army commander exercises command less operational control of theater-level Army air defense units. Operational control of these units is under the theater air defense commander. Depending on the size of the force committed, the theater air defense commander may command an Army air defense command, and ADA brigade, or an ADA group. The area air defense commander, normally the Air Force component commander, normally divides the theater into regions for air defense purposes. The regional air defense commmanders exercise operational control of Army air defense units in their regions. A detailed discussion of theater air defense is found in FM 44-1.

Military Intelligence Group, Theater Army

The military intelligence group, theater army, is organized as a major subordinate command of theater army. It operates in direct support of theater army headquarters and in general support of the military intelligence battalion assigned to the corps and the military intelligence group, counterintelligence, assigned to the TAACOM. The military intelligence group also assists in performing those intelligence activities for which the theater army headquarters retains centralized control. FM 30-9 provides additional information on the operation and employment of military intelligence organizations.

Civil Affairs Unit

Civil affairs (CA) operations within the theater may include CA command support and governmental support operations. Command support operations are those activities directed at aiding and complementing the tactical, administrative, and logistical missions and fulfilling the legal obligations of the military commander with respect to the civilian population in an area. Governmental support activities are conducted by US military forces to aid and assist allied governments and populations or to establish a military government in an occupied enemy territory.

CA command support is provided by the assignment of a CA tactical support battalion to each corps and a CA rear area support battalion to each theater army area command in the theater. The CA governmental support organization is developed to conform to the political, geographic, demographic, and economic structure of the area. These CA units are tailored to provide support to specific governmental subdivisions, population centers, and economic and industrial complexes or regions.

A theater civil affairs command (TCAC) may be established to formulate plans, procedures, and programs for CA operations supporting allied governments and for governing enemy territory. Should the theater commander delegate CA authority for governmental support operations to the theater army commander, the theater army commander would normally exercise command and control over the theater civil affairs command.

FM 41-10, Civil Affairs Operations, contains further information concerning CA organizations and activities.

United States Army Security Agency (Theater Army)

The United States Army Security Agency (USASA) (theater army) is a major field command of the USASA commander and provides support to the theater army headquarters and its subordinate elements in the mission area fields prescribed in AR 10-122. The structure of USASA forces attached to theater army headquarters varies according to the size, mission, and support requirements of the theater army. In the typical theater army structure (fig 2-1), a subordinate USASA unit normally is attached to each corps. FM 32-10 provides detailed information on USASA operations.

Military Police Unit

The committed forces in the theater of operations, as well as support elements throughout the theater, are supported by military police elements dependent upon the command needs. When a significant rear area threat requires major rear area security missions, multiple waterfront terminals exist, special ammunition activities are required, convalescent centers or general hospitals are in operation, multiple TAACOMs exist, or the width and depth of the theater necessitates, the assets of a single MP brigade (assigned to TAACOM) may be insufficient to perform both area-wide and specific function support. When such conditions exist, the theater commander may establish a Military Police Command.

Theater Army Reserve Forces

The theater army reserve forces consist of those combat units in the COMMZ designated as the theater army reserve forces.

Other Major Army Units Assigned or Attached to Theater Army

Theater army may include other specialized units as required, such as a special forces group and a psychological operations (PSYOP) group.

Theater (Area) of Operations

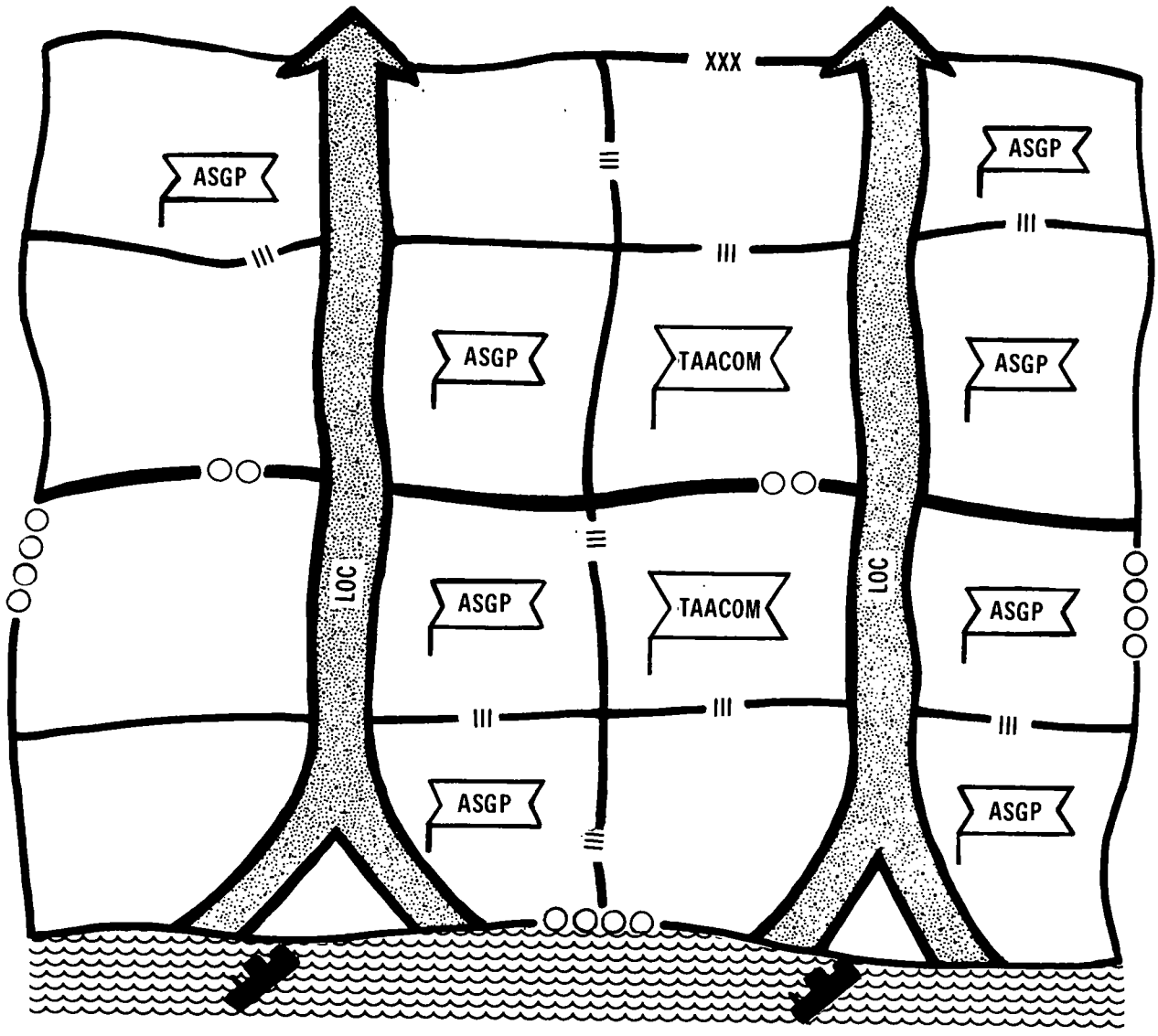
A theater of operations is normally divided into a combat zone and a COMMZ; however, the operational situation especially in limited and cold wars may not permit a clear delineation. The COMMZ is established when control of the rear area of the theater by the tactical commander becomes impracticable. FM 100-10 provides a detailed discussion of the territorial organization of a theater.

Combat Zone. The combat zone is that part of the theater of operations that the combat forces need to conduct operations and contains the necessary organic combat support and combat service support facilities. It includes the geographical area extending from the rear boundary of the corps into the enemy-controlled area.

Communications Zone. The COMMZ encompasses the area to the rear of the combat zone. It includes the lines of communication (LOC), establishments for supply and evacuation, and the area required by the agencies and facilities that provide support to elements in the combat zone. Combat service support organizations in the COMMZ should be able to shift their alinement to intensify support along the LOC of the decisive tactical action.

The COMMZ essentially is a region representing a time and distance void between the combat force and its sources of personnel and materiel replenishment. The TA functional commands provide general support to the corps in the combat zone and to all other units in the COMMZ. Assignment of responsibility for most DS activities in the COMMZ to the TAACOM permits the functional commanders to concentrate on support of combat operations.

Combat service support activities within the COMMZ are dispersed for passive nuclear, biological, and chemical (NBC) defense and to take advantage of terrain and existing transportation nets while providing responsive support to the force. Operating units of the PERSCOM, ENCOM, TRANSCOM, and MEDCOM are generally located along the one or more LOCs passing through the COMMZ into the combat zone. The area support groups (ASGPs) of the TAACOM are oriented along the same LOCs to provide area support (fig. 2-2).



Note: Units assigned and attached to TAACOM normally are located along the LOC's.

Figure 2-2. Typical territorial organizations, COMMZ.

CHAPTER 3

THEATER ARMY COMBAT SERVICE SUPPORT OPERATIONS

Theater army combat service support organizations in the COMMZ provide combat service support to Army forces in a theater of operations and to other designated forces. The combat service support provided includes—

- Direct and general support in the COMMZ.
- Rear area protection (RAP) in the COMMZ.
- Area emergency warning in the COMMZ.
- General support to the corps as required or directed.

The Functional and Area Commands

As indicated previously the major functional commands of TA in the COMMZ — PERSCOM, ENCOM, TRANSCOM, and MEDCOM — provide GS to forces both in the combat zone and in the COMMZ. Also, in the COMMZ, the MEDCOM provides area (DS) health service support and the ENCOM provides DS map supply and real property maintenance activity (RPMA) services. The TAACOM commands and controls the units that provide other DS services (less medical, COMSEC, and map supply), area emergency warning, and RAP in the COMMZ, and is provided appropriate CA units to perform the CA mission when the TCAC is not organized. The TAACOM provides GS supply, maintenance, and service support to units in the COMMZ and may also provide GS supply and maintenance to the combat zone when directed by TA headquarters.

The TA commander delegates the authority and assigns the area responsibility for the COMMZ to the TAACOM commander who further assigns area responsibility to his subordinate area support group commanders. The TA organization is adaptable to any size theater. In a small theater, combat service support groups may constitute the TA subordinate commands. As the theater expands, the subordinate commands enlarge; however, the basic organization of the subordinate commands remains unchanged. If the COMMZ is extremely large, or geographically separated, the commander may provide for two or more TAACOMs to carry out area responsibilities within their assigned portions of the COMMZ (fig 3-1).

Communications System

In the COMMZ, under the operational control of the theater army commander, the theater communications command (army) (TCC(A)), a subordinate element of the US Army Communications Command, installs, operates, and maintains the theater communications system (TCS). TCS consists of an integrated communications system which provides both command and area coverage to support COMMZ headquarters, units, and installations.

Normal communications requirements of the theater army subordinate commands and their attached units are satisfied by area coverage of the TCS. This system extends along the lines of communication from the rear of the theater, through the COMMZ, and interconnects with the corps area communications system in the combat zone.

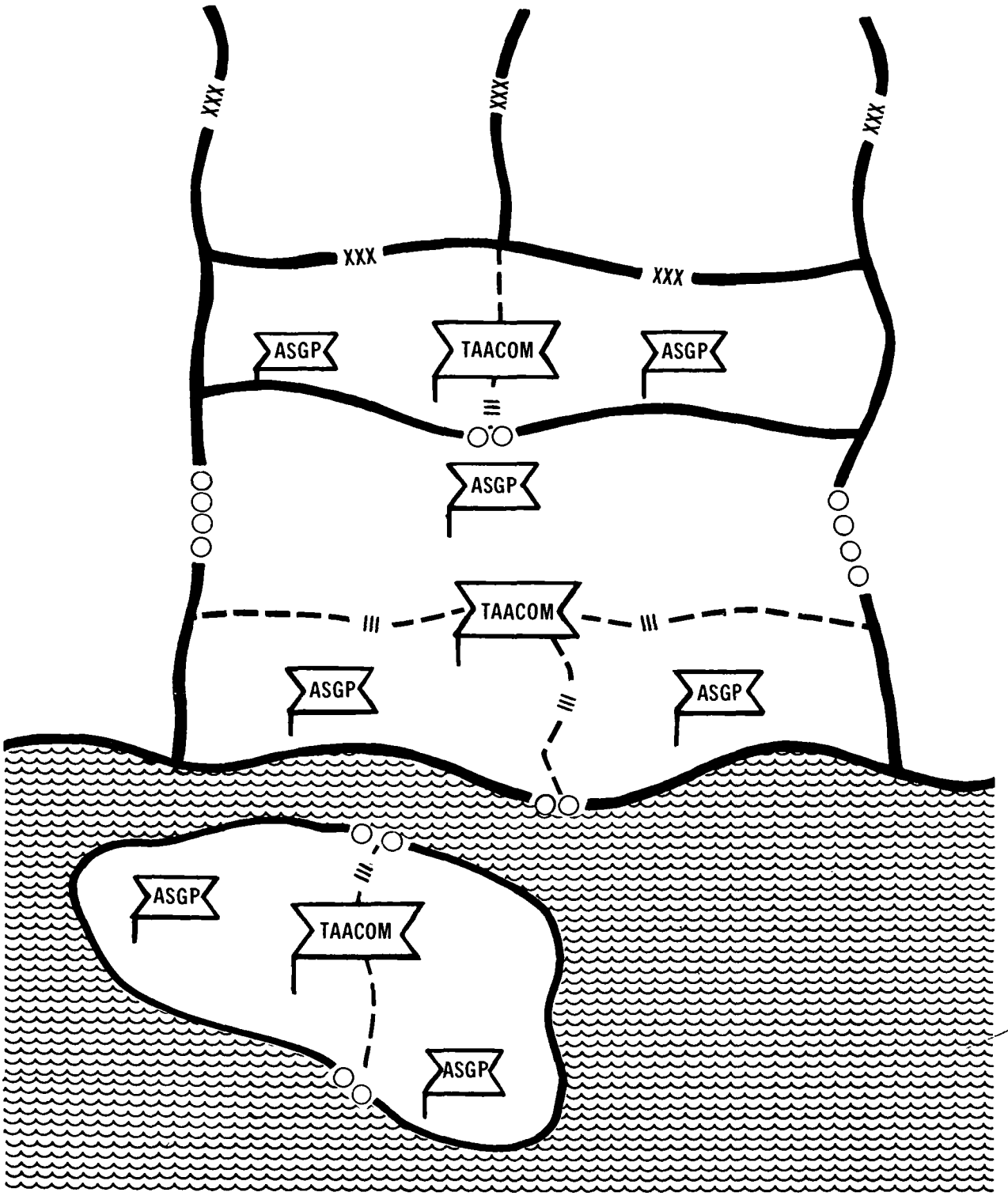


Figure 3-1. Example of a subdivided communications zone for a large theater of operations (schematic).

Local communication service includes messenger and terminal facilities for telephone, teletype, data, and COMSEC. These capabilities may be organic to small units or provided by signal units of the TCC(A) attached to the TA major subordinate headquarters to provide entrance into the TCS. Circuits within the area subsystem are generally provided on a common-user basis with sole-user circuits being provided when justified according to criteria that the theater army commander establishes.

TCS links the defense communications system and the COMMZ and senior tactical maneuver forces communications systems into a worldwide communications system.

FM 11-23 contains a detailed discussion of the TCC (A) and communications support with the COMMZ.

Personnel and Administrative Support

The PERSCOM provides personnel and administrative support to units in the theater. The PERSCOM personnel and administration center (PAC) is the functional control center that provides coordination with CONUS and control and management of theater army personnel and administrative services, based on Department of the Army and theater army policy and direction. FM 29-6 contains further discussions of the personnel and administrative support that PERSCOM provides.

Supply System

The TA materiel management center (MMC) provides theater-wide inventory management for those items (less medical, COMSEC, and map) designated by the TA for intensive management and allocation. This is a management function only; storage of all stocks is accomplished by TAACOM or COSCOM units. The critical items list is highly flexible in order to satisfy the critical and high priority needs of the command. The list should be relatively short, ideally containing three thousand lines or less. As a minimum, the list will normally include all class V and class III (bulk) items. To facilitate supply transactions and other actions, the MMC is connected electronically with CONUS commodity managers, the TA movement control center (MCC), the TAACOM MMC, and the COSCOM MMC. The TAACOM MMC and the COSCOM MMC provide inventory management for all other general support supply items (less medical, COMSEC, and map) in the COMMZ and combat zone respectively. With the exception of TA controlled items, requisitions flow from both the TAACOM and COSCOM MMC directly to the CONUS NICPs (fig 3-2).

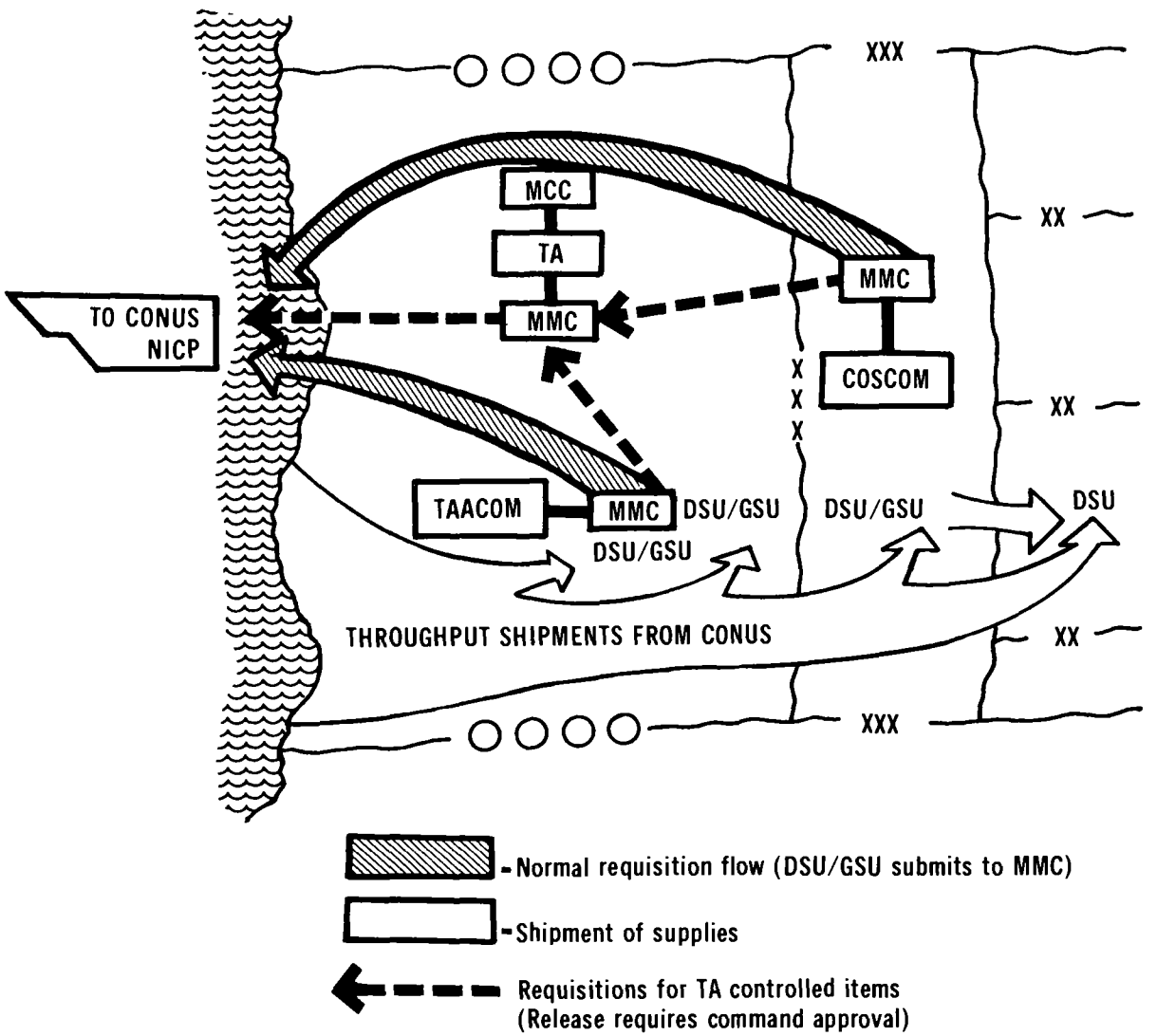
Requests for expedited purchase and shipment of commercial or other service material not available in the Army inventory and needed to support unconventional warfare, psychological operations, special intelligence activities, and civil affairs may be submitted in accordance with pargraph 4-2, AR 11-8.

The supply system is based on the classes and subclasses of supply, as prescribed in AR 11-8 and FM 38-24, but it recognizes commodity groupings for control and management purposes. These commodity groupings (petroleum, missiles, armament, troop support materiel, tank-automotive, aviation, and electronic materiel) determine the organization of the MMC; the structure of the TA assistant chief of staff, materiel section; and the operating supply, service, and maintenance units of TA. In the COMMZ, the TAACOM is responsible for supply support except medical, COMSEC, and map supply. Medical and COMSEC materiel are provided by the MEDCOM and the attached TCC(A) COMSEC logistics support facility respectively. Similarly, map supply services are provided by the ENCOM.

The movement of materiel into and within the theater of operations emphasizes throughput distribution making maximum use of containerized shipments as far forward as possible. When possible, CONUS depots ship full container loads directly to the

CONUS marine or air terminal for transshipment to oversea destinations. Less than full container loads are forwarded to a designated containerization consolidation point where containers are filled and shipped. When feasible, containers are forwarded directly to the direct support unit (DSU) level with a minimum of intermediate handling. The sizes and weights of the containers must be within the materials handling equipment and storage capabilities of the DSUs. Containers will be used to the maximum extent for retrograde cargo movements.

FM 54-6 contains a more detailed discussion of TAACOM supply functions.

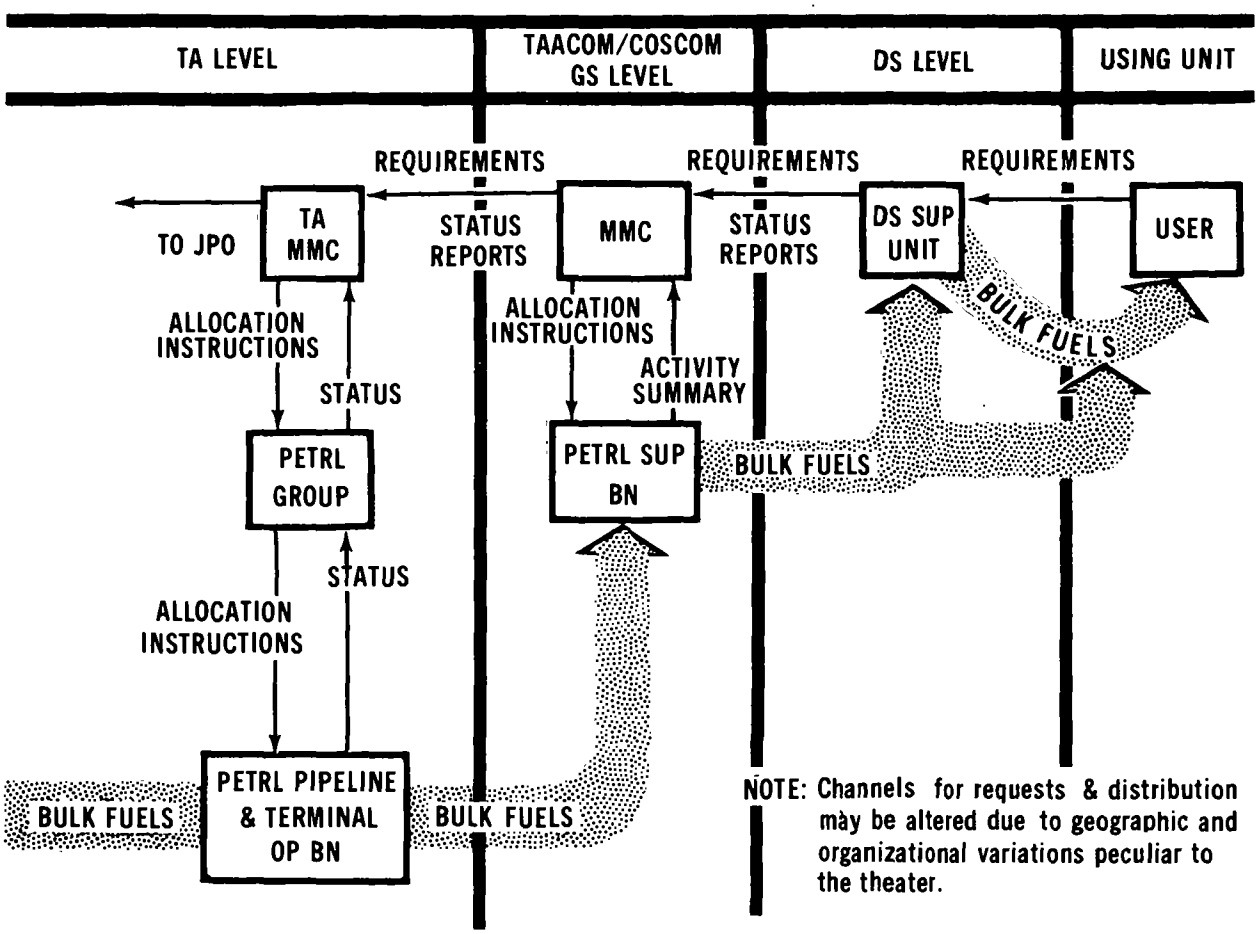


Note: Requisitions for controlled items flow to TA MMC for appropriate action. This may entail priority shipment from CONUS, diversion of inbound shipment, search of other corps support commands in theater, or emergency shipment of item from TA controlled reserves in the theater.

Figure 3-2. Requisition and supply flow (schematic).

■ Bulk Petroleum Distribution System

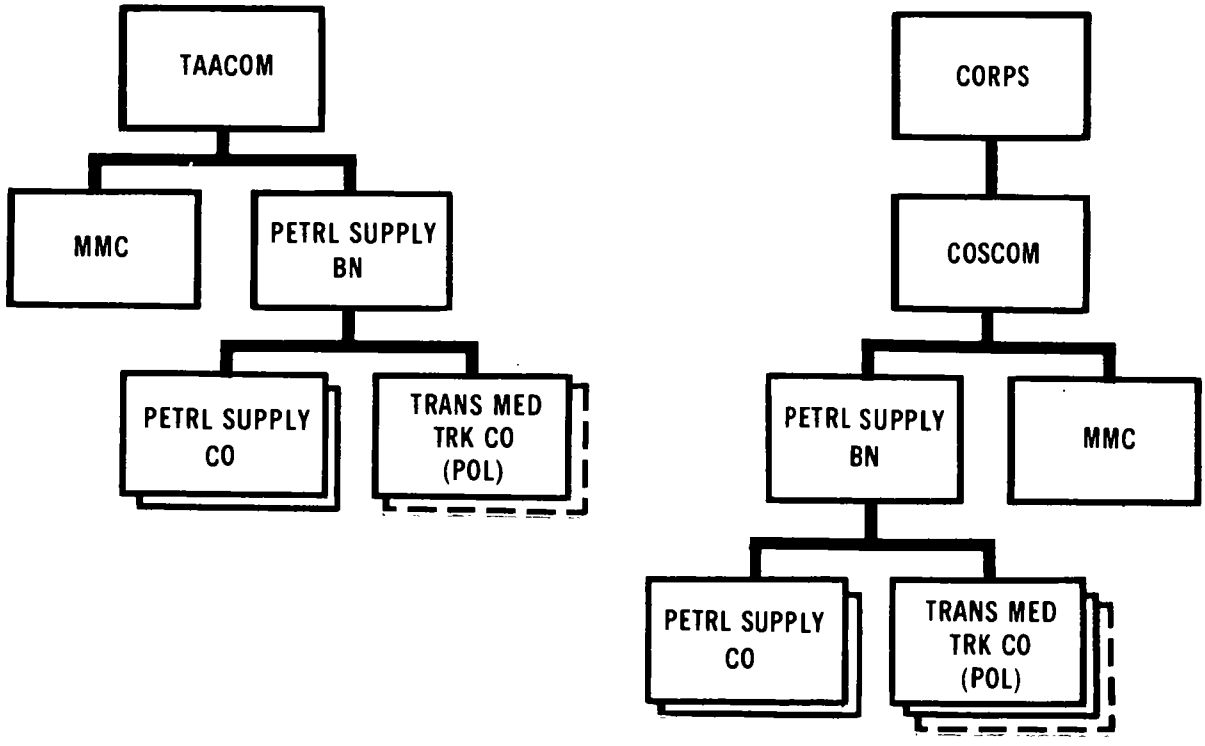
The theater army commander is responsible for the supply of bulk petroleum fuels to US and other forces in the theater as directed. The principal organization carrying out this mission is the petroleum group assigned directly to theater army. The petroleum group serves as the integrating agency for the theater army commander on all aspects of petroleum distribution planning and operations. As such, the group performs liaison to host nation staffs for coordination of allied petroleum distribution support and distributes fuels based on priorities established by the unified commander and the theater army commander. With its subordinate units, the group operates the bulk petroleum distribution system extending from theater points of entry through the COMMZ and as far into the combat zone as practicable (figure 3-3). Units of the group also perform organizational and limited DS maintenance on pipeline operating equipment while the ENCOM accomplishes major rehabilitation and new construction.



■ *Figure 3-3. Bulk petroleum flow (schematic).*

The theater bulk petroleum distribution system relies primarily on pipelines as the method of distribution, however, rail tank cars, barges, assault hoselines, and tank trucks may be used to augment the pipeline system. In the theater, petroleum fuels are shipped in bulk as far forward in the theater as possible. It generally is delivered to supply points operated by petroleum supply companies assigned to petroleum supply battalions of the TAACOM and COSCOM (figure 3-4). Unit requirements for petroleum supply are consolidated at the COSCOM and TAACOM MMCs which then direct their petroleum supply battalions to effect the required resupply action. Normally, the petroleum supply battalion distributes bulk fuels utilizing tank trucks and, where possible, rail tank cars to the divisional supply and transport (supply and service) battalions and nondivisional supply and service companies. The petroleum supply battalion also has the capability to provide supply point distribution.

Bulk fuel distribution for the theater is centrally controlled by the TA petroleum group. Theater bulk petroleum resupply is basically an automatic system based on consumption (ullage) reports. If required, allocation of petroleum resources are made based on guidance provided by theater army. Theater army requirements are submitted to the Joint Petroleum Office (JPO). The JPO advises on and coordinates petroleum plans and policy matters at theater level. The JPO consolidates theater petroleum requirements for all services and transmits them to the Defense Fuel Supply Center which effects resupply to the theater.



■ *Figure 3-4. Petroleum GS supply organizational structure in the TAACOM and corps.*

Maintenance System

In the COMMZ, DS maintenance and repair parts support (less medical) are provided primarily on an area support basis by maintenance units assigned to the ASGPs of the TAACOM. Specialized DS maintenance units may be organic or attached to provide DS maintenance to other theater army major subordinate commands on a sole-user basis. DS maintenance so provided includes DS maintenance elements organic to certain engineer, signal construction operations, transportation rail and terminal operations, and air defense artillery battalions. FM 29-20 and FM 29-23 provide more detailed discussions of DS maintenance in the COMMZ.

The primary function of the TA GS maintenance system is to repair unserviceable materiel for return to the supply system, to perform GS-level modifications on supply stocks, and to repair identified direct exchange items. Normally TAACOM will retain direct control of GS maintenance units, however they may be assigned to an ASGP or the ammunition group. Rail and marine GS maintenance units may be attached to the transportation rail and terminal command headquarters for operational control since such units are single-function, commodity-oriented. The medical supply, optical, and maintenance unit (MEDSOM) of the MEDCOM has the responsibility for performing area maintenance support of medical equipment. The TAACOM MMC provides routine management of maintenance operations in the COMMZ. The MMC coordinates with CONUS agencies as required. FM 29-20 covers maintenance management in the theater of operations in detail. FM 29-24 covers operations of GS maintenance support units.

Ammunition Service

The TAACOM provides ammunition service support in the COMMZ with ammunition supply activities made up of various ammunition companies. Each activity usually contains a conventional ammunition company and a special ammunition company, and it may include a guided missile GS company or other missile maintenance units. Ammunition activities may be located in both the forward and the rear areas of the COMMZ depending on the size and geographical complexities of the area. These activities provide direct support to using units located in their areas of responsibility within the COMMZ. Activities in forward areas of the COMMZ may, when directed, store combat-essential reserve stocks to provide an emergency source for the combat zone when shipments cannot be made from CONUS. FM 9-6 provides a discussion of ammunition service in theaters of operations.

Nuclear, Biological, and Chemical (NBC) Combat Service Support

Theater army provides nuclear, biological, and chemical support to Army forces in a theater of operation in support of offensive and defensive nuclear and chemical operations and defensive biological operations. This support includes clothing impregnation or reimpregnation, NBC decontamination, and NBC laboratory services. The TAACOM provides NBC supply and maintenance support. Usually, the general chemical laboratory is assigned to theater army headquarters. The laboratory provides laboratory support on a theater-wide basis not only to Army forces, but also to other US Armed Forces including the Air Force, Navy, and Marine Corps in accordance with AR 1-35. This laboratory may be attached to a TA subordinate command for administrative and logistic support. FM 3-1 provides a detailed discussion of NBC combat service support.

Combat Service Support ADP System

TA uses a combat service support ADP system for efficient processing, storing, retrieving, and reporting of information necessary to appropriate commanders. The ADP system uses uniform Army-wide programs and procedures to provide standar-

dized inputs and outputs with procedures compatible throughout the theater of operations and with the CONUS base data systems.

Transportation Movement Management

Transportation movement management is a responsibility of the transportation movement control agency (MCA) assigned to the TA HQ. It includes the TA MCC and the TA highway traffic headquarters. Transportation movement offices (TMOs) and highway regulating points are attached as required from TOEs 55-580 and 55-540.

The TA MCC prepares movement plans and programs, conducts liaison, supervises the activities of the field TMOs, and insures proper use of the available movement (except bulk petroleum, oil, and lubricants (POL) by pipeline) capability. In carrying out its functions, the MCC makes maximum use of ADP facilities. The assigned TA ADPU supports the MCC.

Of primary importance to the movement control system is the clearance of Army cargo and personnel through Air Force aerial ports of debarkation. Air terminal movement control teams (TOE 55-580) are authorized to provide the coordination required on the part of the Army to process shipments through air terminals. These teams are normally placed under direct control of the TA MCC to expedite movement control functions related to air shipments.

Transportation Service

Transportation service in the theater normally provided by the TRANSCOM includes—

- Air, motor, rail, and water (including inland waterway) transport services to include operation of associated terminals and facilities required to meet intrazonal and interzonal movements.
- Ocean transportation terminal services.
- Coordination of the use of US Air Force and US Navy transport capability allocated for Army use and Army transportation in support of Air Force and Navy requirements.
- Coordination of the use of host nation or indigenous transportation capability allocated for Army use.
- Coordination of transportation requirements with host or allied nations, as required.
- Coordination with the TA MCC and the TA, TAACOM, and COSCOM MMC's for allocation of transport capabilities. Chapter 5 and FM 55-1 discuss missions and operations of the TRANSCOM.

Engineer Services

The ENCOM repairs war damage to air fields, roads, etc; performs new construction; rehabilitation; real estate service; and major facilities maintenance projects throughout the COMMZ and in the rear areas of the combat zone. The ENCOM also provides topographic support to the entire theater army. ADP support for construction design, scheduling, and supply requisitioning is furnished by the TAACOM ADPC. FM 5-146 and FM 5-162 contain discussions of engineer services in more detail.

Military Intelligence Support

The military intelligence group, theater army, provides intelligence support that is beyond the organic capabilities of TA headquarters and its subordinate commands. TA subordinate commands retain intelligence responsibilities and resources essential to their missions.

The military intelligence group, counterintelligence, assigned to the TAACOM, provides military intelligence specialist support for the security of US Army personnel and installations and other designated agencies and installations within the COMMZ. FM 30-9 contains more detailed discussions of military intelligence operations and units.

USA Security Agency (theater army) support of TAACOM operations is provided as arranged by theater army headquarters. These arrangements normally include communications security (COMSEC) support and limited participation in RAP operations. Communication security support includes all measures designed to deny unauthorized persons information of value which they might derive from the possession and study of telecommunication, or to mislead such persons in their interpretation of the results of such possession and study. Included in COMSEC are cryptosecurity, transmission security, emission security, and physical security of COMSEC materials and information.

Health Service Support

The MEDCOM consists of a headquarters and headquarters company and medical units and detachments concerned with command and control, evacuation, hospitalization, preventive medicine, laboratory service, dental service, veterinary service, medical supply, maintenance, optical fabrication and such other specialized units required to perform the mission. FM 8-10 contains more detailed discussions of the MEDCOM.

COMSEC Logistic Support

COMSEC logistic support in the theater includes: the integrated management of COMSEC materiel; the receipt, storage, and issue of COMSEC materiel; DS and GS maintenance of COMSEC materiel; mobile maintenance contact teams; management of joint and allied COMSEC software as assigned; and the collection, maintenance, and reporting of COMSEC logistic data as prescribed.

Organizational elements for providing COMSEC logistic support in a theater of operations are the theater COMSEC logistics support center (TCLSC), the COMSEC logistic support center (CLSC), and the COMSEC logistic support unit (CLSU). The TCLSC is the principal COMSEC logistic support facility in the theater. It is an element of the TCC(A) and, as such, is responsive to the Army component commander through the TCC(A) commander. The CLSC provides COMSEC logistic support to a corps, or equivalent force, and other activities as directed; e.g., other services, the US Department of State, and allied commands. This center is responsive to the corps commander through the corps communications-electronics (C-E) staff officer and is under the technical direction of the TCLSC. The CLSU is an organic element of the CLSC and provides DS and GS COMSEC logistic support and has a mobile maintenance capability. This unit may be established to meet variations in the typical theater or corps area. It can be an organic element of a TCLSC or a separate unit for support on a geographic area basis. In the latter case, the CLSU may be an element of a TCC(A) subordinate command but remains under the technical direction of the TCLSC.

Internal Defense and Development (IDAD)

All forces assigned to the theater army are potential IDAD forces. They have a collective capability for performing in-country surveys and planning for, advising, training, and assisting host-country forces in the performance of the combat service support aspects of internal defense and internal development programs. IDAD operations are performed in accordance with TA policy. This support is coordinated at the national level, and all levels where these civil-military organizations exist and support is programmed.

Inasmuch as IDAD operations are undertaken in an environment in which the host country sovereignty must be repected, the activities of TA are constrained in use of real estate, acquisition of support areas, use of civilian labor, and development of overall security. Sharing facilities and extending combat service support to other US agencies and to allied forces are additional considerations for the TA. Economic development programs for the region may compete with military support needs in the allocation of port space and similar public facilities. Finally, humanitarian considerations may require diversion of some military resources to support communities and groups suffering from the general privation of war.

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FM 100-20 provides discussion on internal defense and internal development.

Civil Affairs (CA) Support

CA authority may be delegated to subordinate commands within the COMMZ and CA units attached to them for operational control when deemed appropriate by the senior army commander.

In the combat zone, CA units should be assigned to the highest tactical command and attached to subordinate commands for operational control.

CA units should be structured to conduct operations in support of a specific echelon of command or at a specific level of government, under specific environmental conditions.

Chapter 7 provides more detailed information on CA operations.

Military Police Support

Military police elements in the theater of operations are organized based on the command relationships which best provide the needed combat and combat service support. In the combat zone, MP units are assigned to the highest tactical command and perform area-wide support missions. In the COMMZ, MP units perform both area missions and specific function missions.

When a military police command is established, the commander, MPCOM, also performs the duty of Theater Army Provost Marshal on the theater army staff.

Chapter 6 provides detailed information on military police operations.

Rear Area Protection (RAP)

RAP includes those actions taken before, during, or after attacks to avoid or reduce the effects of enemy actions, major accidents, or natural disasters. Elements required for RAP include rear area security and area damage control measures and associated political considerations.

Rear area security measures include all actions required to prevent, neutralize, or destroy enemy attacks on units, activities, and installations in rear areas. These measures do not include active air defense operations or actions against enemy threats large enough to endanger the command. Attacks so great as to endanger the command as a whole are part of the main battle requiring use of reserves or combat units from forward areas and are beyond the scope of rear area security.

Area damage control includes those measures taken before, during, and after attack by nuclear or other weapons, or by natural disaster, to avoid and reduce their effects and to aid in the continuation or reestablishment of combat service support.

The TAACOM commander is responsible for planning, coordinating, and executing RAP in the COMMZ. Normally, he further delegates authority to coordinate and execute RAP within each ASGP area to the ASGP commander. The ASGP commander accomplishes these functions through the assigned rear area operations center (RAOC). Organization and functions of a RAOC are explained in FM 31-85.

Operations Security (OPSEC)

Operations security includes those measures taken to deny the enemy any information on the intentions and capabilities of US forces. OPSEC includes signal security, deception/counter-surveillance, physical security, and information security. These four general measures must be considered and applied simultaneously for each plan or operation.

The operations staff element at theater army level is responsible for orchestrating the necessary OPSEC measures. The theater army intelligence staff element provides the necessary information on the hostile intelligence threat. All staff elements and subordinate commands must vigorously support the total OPSEC effort.

Detailed information on OPSEC may be found in JCS Pub 18, AR 530-1, and FM 100-5.

CHAPTER 4

THEATER ARMY HEADQUARTERS

Mission and Functions

TA HQ manages combat service support by establishing broad plans and policies for guidance to subordinate commands, controlling and allocating critical materiel, and assigning missions to appropriate major subordinate commanders.

TA headquarters—

- Provides command, control, administration, and supervision for assigned and attached units.
- Develops and provides broad policies and planning guidance.
- Develops and recommends priorities and allocations in coordination with related tactical headquarters of the theater.
- Coordinates and exercises broad management control over combat service support activities of its subordinate commands.
- Plans and directs the provision of rear area protection within the communications zone.

Organization

The theater army headquarters is organized as a TDA unit and therefore, doctrinally, has no fixed organization. Because of wide differences in potential theaters of operation, the geography, and the magnitude of forces to be controlled, the TA HQ must have a flexible organization which can be tailored to perform its mission in both peace and war. Emphasis is placed on organizations and procedures for wartime or contingency operations but adaptable for peacetime application. Figure 4-1 shows a representative organizational structure of TA headquarters.

Command Relationships

In peacetime, the theater army commander will normally retain command and operational control of all US Army forces in the theater, except Army air defense artillery elements and theater army communications command elements (operational control only). Strategic and tactical direction of US Army forces in a theater of operations is exercised by the theater commander (or combined command commander when a combined command is established). The TA commander is responsible to the theater (unified) commander for effective accomplishment of inherent missions and functions and other such missions as may be assigned. The TA commander communicates directly with Headquarters, Department of the Army, on uni-service matters relating to administration, personnel, training, logistics, communications, doctrine, combat developments, and intelligence matters primarily of Army interest.

The TA commander coordinates with the Navy component commander, Air Force component commander, and other major subordinate commanders within the unified command in conducting operations.

The general staff of TA headquarters is a coordinating staff rather than a director staff. It provides guidance to subordinate commands through command channels. On technical matters, the general staff has direct liaison with staff counterparts of the subordinate commands. In some cases, the commanders of certain functional commands perform concurrently as a TA HQ staff officer. In this event, staff personnel are provided from the respective functional commands or by augmentation. The TA headquarters staff generally manages by exception on the basis of information provided by the subordinate commands. TA accomplishes its mission through centralized control of decentralized operations.

Operational Concepts

The TA commander plans and executes missions that the theater commander assigns. His staff develops and provides overall plans, policies, priorities, and allocations to the subordinate operating commands and coordinates their activities. TA headquarters does not generally become involved in day-to-day or detailed operations, planning, implementation, or management except as required to implement the TA commander's mission. It functions principally as a system that manages by exception on the basis of summary management reports and information from subordinate commands. Most of these reports are recurring and special reports compiled by computer operations. TA headquarters normally delegates detailed implementation on its plans and policies to subordinate operating commands. However, a TA MMC located at TA headquarters has been established to provide theater level coordination of supply and maintenance activities as required. Normally the TA commander will utilize the TA MMC to control critical (selected) items on hand in the theater and enroute to theater support units. In close coordination with the TA MCC which provides theater-wide movement management, intransit cargo can be diverted/reconsigned as necessary or movement expedited for direct delivery to forward units. The range of selected items can be varied and changed responsively to meet the TA commander's needs.

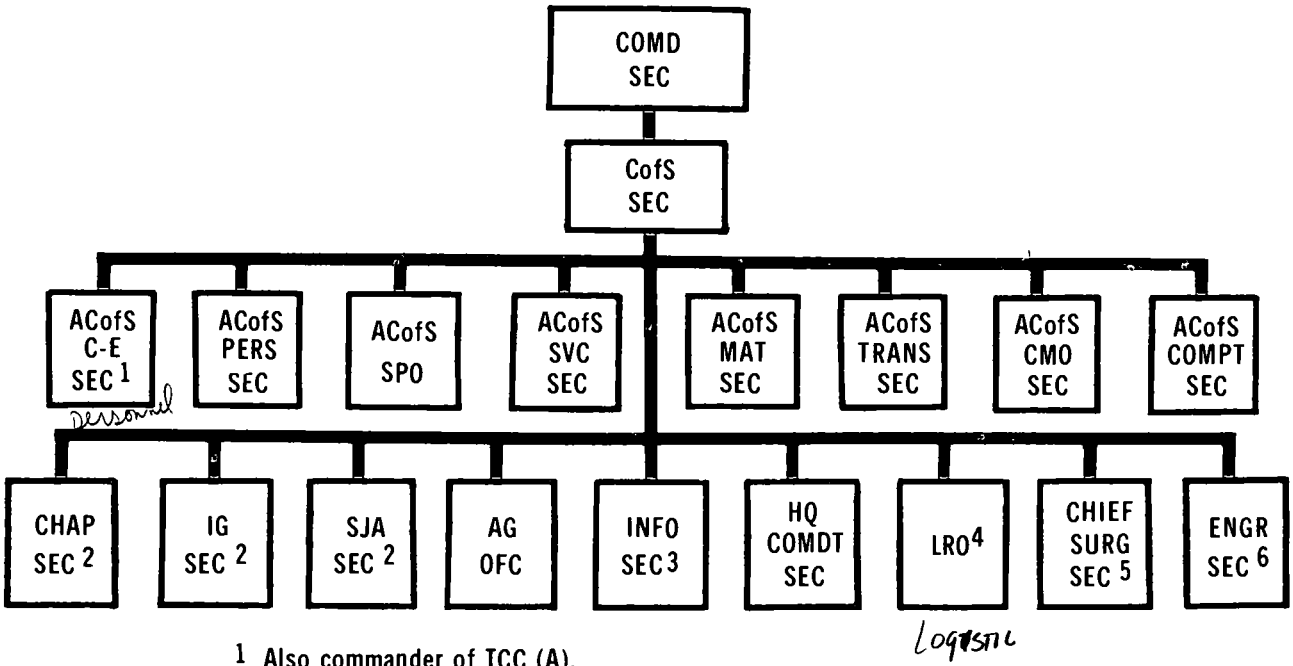
Staff Functions

A representative staff organization for a TA headquarters is shown at figure 4-1. While the TA headquarters is a TDA organization, there are certain functions which must be accomplished regardless of the organizational structure. The paragraphs below indicate the command and major staff elements that would exist in almost any TA headquarters with a brief description of what the responsibilities of each would generally be.

Command and Personal Staff Elements. The command section would generally include the commander, deputy commander, aides, and secretary-stenographers. Personal staff members may be any individual so designated by the commander for those particular actions that he desires or requires. The chief surgeon, inspector general (IG), chaplain, and the staff judge advocate (SJA) are members of the commander's personal staff. Generally these sections are supervised by the chief of staff. The logistics readiness officer (LRO) is supervised by the deputy commander. The commander may delegate to his deputy the supervision and direction of any aspect of the command's readiness posture. Responsibility for operational readiness is as addressed in the following paragraph. FM 101-5 provides a discussion of the functions of the information officer (IO), IG, chaplain, and SJA.

Logistics Readiness Officer. The LRO will establish and maintain procedures to—

- Prevent the abuse of supply and maintenance priorities and to enforce supply and maintenance discipline.
- Promptly identify and report those logistic readiness conditions which are not



1 Also commander of TCC (A).
2 Also a member of the commander's personal staff.
3 Direct access to the commander, as personal staff officer, as required.
4 Logistic readiness office.
5 Also commander of MEDCOM.
6 Also commander of ENCOM.

Figure 4-1. Representative theater army headquarters.

correctable within available resources or parameters established by existing directives.

- Insure timely and effective reporting and disposition of excess supplies, equipment, and facilities.
- Insure that only authorized and required supplies and equipment are on-hand and that they are properly accounted for, safeguarded, and maintained.
- Insure the availability and use of authorized diagnostic test equipment in maintenance elements as a primary means for conserving equipment and parts.
- Enforce accountability, care and preservation of unserviceable repairable end items, assemblies and subassemblies, and their prompt evacuation or repair, and expeditious return to the supply system or their disposal, as appropriate.
- Conduct inspections of materiel to maintain an awareness of the actual condition of each unit's equipment.
- Show in readiness reports the actual conditions of equipment.
- Plan and program the proper logistic support for scheduled field exercises and operational missions.

Chief of Staff. The chief of staff coordinates, supervises, and directs staff activities and thus frees the commander from routine details. The chief of staff performs those specific functions indicated in FM 101-5 and, in addition, is responsible for management information systems and functions in accordance with AR 18-1.

ACofS, Personnel. The ACofS, personnel—

- Develops personnel policies which include promotions, appointments, demotions, classifications, assignments and reassignments, decorations, awards, reenlistments, separations, and rotations, and administrative policies covering forms

management, records disposition, reproduction control, and publications control.

- Maintains continuous personnel loss estimates and obtains PAC, PERSCOM, summarized personnel information for use by TA headquarters in preparing support plans. The ACofS, personnel, recommends individual replacement allocations and priorities for troops in TA.
- Processess those personnel administration actions that by regulation or policy require action by the TA commander.
- Exercises coordinating staff responsibility for postal and recreation services activities.
- Supervises activities of the headquarters adjutant general's office.
- Coordinates with the following military police commanders and staff officers on matters relating to military police combat service support: the theater army provost marshal to monitor criminal investigation activities and integrate planning with USACIDC element supporting theater; the commander, TAACOM MP Bde on matters pertaining to statistical reporting and recording of offenses, planning for discipline, law and order activities, and development of crime prevention programs; and the commander, PERSCOM, on matters pertaining to reporting and recording of enemy prisoner of war and civilian internee status, and confinement of military prisoners.
- Coordinates and provides planning guidance, policies, and priorities, as appropriate, for chaplain and labor services.

ACofS, Security, Plans, and Operations. The ACofS, SPO—

- Prepares broad planning guidance, policies, and programs for TA organizations, operations, communications, and functions.
- Develops and maintains the troop basis, and performs related force development functions.
- Prepares, authenticates, and publishes operation orders.
- Develops policies and guidance for the TA and evaluates its training.
- Reviews, analyzes, and evaluates the operational readiness of the TA, in cooperation with those staff officers concerned with operational and logistic readiness.
- Coordinates displacement of subordinate commands and assignment of facilities.
- Develops and recommends, in coordination with the TAACOM ACofS, SPO; and the commander of the military intelligence group, counterintelligence; broad plans and policies for the security of the personnel and installations in the COMMZ, to include counterespionage, countersubversion, and countersabotage operations.
- Recommends signal security policy and supervises COMSEC and electronic counter-countermeasures (ECCM) training of all communication personnel.
- Has staff responsibility for the preparation of electronic warfare (EW) plans and annexes and coordinates EW support of operations.
- Develops policies and reviews plans for physical security and RAP in the COMMZ; coordinates with the TAACOM ACofS, SPO and MP brigade commander on matters concerning physical security.
- Develops plans and requirements for terrain studies, mapping, charting, and allied topographic fields.
- Coordinates and processes requests for intelligence needed by TA headquarters elements and its subordinate commands, disseminates intelligence information, and establishes collection requirements in the command.
- Coordinates the collection and distribution of weather data.
- Coordinates signal support requirements with supporting signal organizations.
- Exercises operational control of the general chemical laboratory when delegated authority.
- Performs nuclear, biological, and chemical duties and responsibilities as outlined in FM 3-1.
- Exercises staff supervision for theater-wide army explosive ordnance disposal (EOD) service to include developing policies and plans for the EOD program and coordinating this program with Air Force, Marine Corps, and Navy commands. FM 9-14 and FM 9-15 provide additional details.
- Recommends priorities to govern the allocation of weapons, munitions, and equipment in short supply within units of TA.
- Conducts inspections of units, installations, and activities within TA.

ACofS, Services. The ACofS, services—

- Prepares broad planning guidance and policies and reviews plans for service support activities discussed below. The ACofS, services coordinates requirements and combat service support activities in construction, real property management, real property maintenance, post exchange, graves registration operations, food service, laundry, dry cleaning, bath, clothing exchange and renovation, and decontamination and clothing impregnation.
- Prepares guidance for the service portion of theater army support plans; base development plans, including construction and installation support; and the TA troop basis for future operations.
- Develops and recommends priorities, in conjuction with other general staff sections, for the services provided.
- Reviews, analyzes, and evaluates the service aspect of operational and logistic readiness action.
- Develops long-range plans for services, including requirements for combat service support troops within primary areas of interest; prepares long-range plans for development and use of both civilian and military resources and for their incorporation into the theater army support system; and coordinates the use of civilian resources with the ACofS, CMO.
- Develops plans and guidance for designated services for Air Force, Navy, and allied elements.

ACofS, Transportation. The ACofS, transportation—

- Prepares broad planning guidance and policies for transportation, reviews completed transportation plans, and coordinates transportation activities of TA. These activities include movement control; traffic management; highway traffic regulation; motor, rail, air, and water transport; and ocean and inland terminal services.
- Maintains staff supervision over the TA movement control center.
- Prepares guidance for the transportation portion of the theater army support plans, base development plans, troop basis for future operations, and plans for transportation unit participation in RAP operations.
- Prepares broad planning guidance and policies for traffic management.
- Recommends allocation and use of theater army transportation resources.
- Reviews, analyzes, and evaluates the transportation aspects of operational and logistic readiness actions.
- In coordination with the ACofS, materiel, monitors the movement aspects of the Direct Support System.
- Coordinates with ACofS, materiel, to insure maximum use of containers for retrograde.
- Coordinates and provides liaison with US Air Force and Navy for the use of allocated transport and for Army transportation support of the other Services.
- Coordinates with TAACOM ACofS, transportation and the MP brigade commander on control of military traffic within the COMMZ.
- Prepares broad policies and guidance in close coordination with ACofS, CMO, for the acquisition and use of transportation resources of the host country and allied nations.
- Develops long-range plans for transportation service, support of troops, and development and use of resources, both military and civilian, and their incorporation into the theater army support system.
- Prepares and recommends policies for controlling, regulating, and expediting the movement of military-owned and military-leased containers within the theater.
- Manages the employment of contractual container services within the theater.
- Coordinates with ACofS, materiel on the design of the theater distribution system, including selection of terminals and MSRs and the location of materiel-oriented CSS facilities.
- Exercises staff supervision over execution of the TA personal property program.
- Establishes policy and procedures for operation and maintenance of administrative use vehicles.

ACofS, Materiel. The ACofS, materiel—

- Develops policies, plans, procedures, and programs for materiel management and operations (except medical and COMSEC).
- Prepares and reviews guidance for the supply and maintenance portion of theater army support plans, base development plans,

and troop basis for future operations.

- Supervises the TA MMC.
- Recommends policies, priorities, allocations, and criteria for controlled items.
- Develops policies, plans, and procedures for the establishment and maintenance of supply levels and stockage lists.
- Exercises staff supervision over materiel operations within TA.
- Exercises technical supervision on materiel matters within the TA; coordinates with the LRO in exercising this technical supervision.
- Coordinates with the LRO on matters related to logistic readiness of the TA.
- Insures that adequate technical channels of supervision and communication are established within the TA in accordance with established policies.
- Insures cross-leveling of supplies and maintenance resources within the TA.
- Develops policies and procedures related to materiel management information, to include The Army Maintenance Management System.
- Develops policies, plans, and procedures for maintenance support operations and for the collection and evacuation of materiel.
- Develops policies, plans, and procedures for procurement and property disposal in coordination with the Materiel Development and Readiness Command, the Defense Supply Agency, and the General Services Administration and in accordance with theater policies.
- Coordinates with the ACofS, transportation, concerning movement requirements and policies and the design of the theater distribution system.
- Reviews supply and maintenance activities on the basis of summary management reports (computer printouts) to evaluate efficiency of materiel functions and to insure that plans and policies are adequate.
- Recommends standards for supply and maintenance inspections.
- Coordinates, with the ACofS, SPO, recommendations concerning the troop basis, employment, and location of supply and maintenance units.
- Coordinates with the ACofS, services, regarding facilities requirements for supply and maintenance units.
- In coordination with the ACofS, transportation, monitors the Direct Support System.
- Coordinates with the MEDCOM ACofS, supply and maintenance regarding medical materiel and maintenance.
- Coordinates with the ACofS personnel on matters concerning personnel shortages and deficiencies.

ACofS, Civil-Military Operations. The ACofS, civil-military operations (CMO)—

- Serves as principal assistant to the commander on the civil population, its government, economy, institutions, and CMO programs and requirements.
- Coordinates, with other staff sections, the CMO portion of TA support plans that involve political, economic, and sociological, and psychological matters within TA and between the military and civilian officials of the local government.
- Provides for continual analysis of economic conditions in the area of operations and institutes controls to prevent the deterioration of economic resources from interfering with military objectives.
- Supervises relationships between civil and military authorities and insures that they are in consonance with treaties, agreements, international law, US policy, and guidance from higher headquarters.
- Advises the commander, staff, and other commands on the status and activities of civilian organizations and population groups in the area and delineates the impact of military operations on the population and its economy.
- Negotiates and coordinates with counterpart agencies, individuals, and organizations of the indigenous government and US and allied agencies, in joint or parallel functions.
- Develops policies and planning guidance and establishes priorities for CMO activities.
- Prepares broad planning guidance and policies for CMO, reviews CMO plans, and coordinates CMO activities within the area of operations to include planning for the inherent CMO capabilities of all US Army units and supervising the exploitation thereof.
- Reviews, analyzes, and evaluates CMO aspects of operational and logistics readiness actions.

- Establishes requirements for civilian resources to support the military force; advises on their use; and reviews requirements for assistance to the civilian population from military sources for the minimum essentials of food, clothing, shelter, and health services (in coordination with the ACofS, personnel, the ACofS, materiel, and the Chief Surgeon).

ACofS, Comptroller. The comptroller assists the commander and staff by exercising his responsibilities as the principal staff officer in matters pertaining to the acquisition and utilization of resources. Also, in the absence of a management information systems officer on the TA HQ staff, the exercising of this responsibility is assigned to the ACofS comptroller. Functional areas summarized below are described in more detail in FM 101-5 and FM 14-3. The ACofS, Comptroller—

- Formulates plans and policies for financial management, management engineering, reports control, review and analysis, and finance systems and services.
- Serves as the focal point in the theater for comptroller and finance services and provides interface with CONUS concerning these functions.
- Exercises technical control and supervision over the theater finance network and related accounting functions.
- Evaluates the use of resources and the status of accomplishment of assigned missions.
- Serves as principal staff officer and advisor to the TA commander, through the Chief of Staff, concerning comptroller functions and finance services.
- Coordinates comptroller functions with and provides financial advice and guidance to other staff elements of TA HQ.
- Provides technical advice and guidance to comptrollers of the TA subordinate commands.

CHAPTER 5

THEATER ARMY FUNCTIONAL AND AREA COMMANDS

In the COMMZ, theater army headquarters accomplishes its mission through centralized control of decentralized operations of its major functional and area commands. The personnel, engineer, transportation, and medical commands provide GS combat service support to the corps and to units located in or passing through the COMMZ. The TAACOM provides most DS combat service support to forces in the COMMZ (less medical, COMSEC, and map supply). The TAACOM is also responsible for providing DS/GS supply, maintenance, and services support to forces and units located in or passing through the COMMZ. TAACOM GS units may also provide backup supply, maintenance, and services support for the corps when directed by theater army. In addition, the TAACOM is responsible for RAP and area emergency warning in the COMMZ.

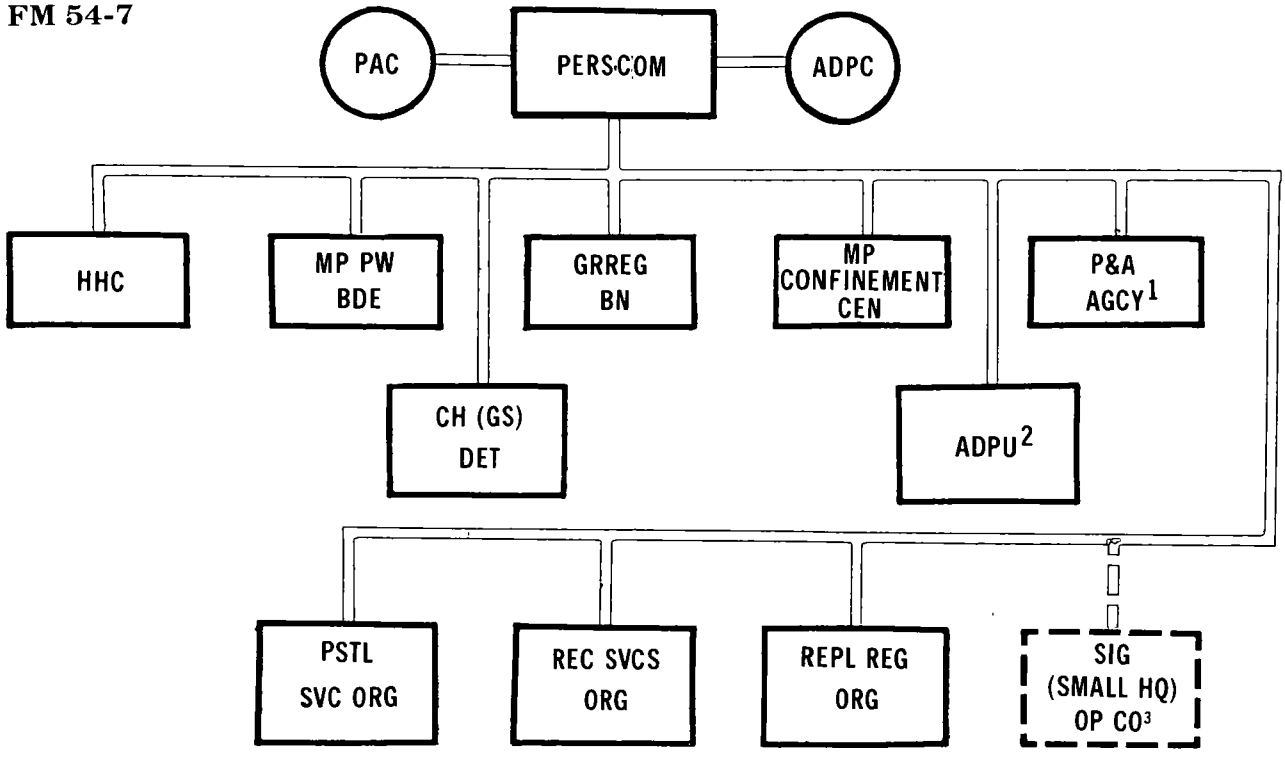
PERSONNEL COMMAND

Mission and Functions

The personnel command (PERSCOM) provides GS personnel, administrative, morale (chaplain, postal, and recreation services), internment (enemy prisoner of war and civilian internee), and graves registration service to the theater.

The PERSCOM—

- Provides administrative and personnel services to army units in the theater.
- Prepares and disseminates all personnel, administrative, internment, custodial, and morale services reports, information, and data on an as-required or established basis to higher, lateral, and subordinate headquarters.
- Receives, evacuates, processes, interns, and through the attached MP detachment, PWIC, continually reports status of enemy prisoner of war and civilian internees.
- Receives, evacuates, confines, and processes for evacuation to CONUS, military offenders within the theater.
- Provides GS graves registration services to the theater.
- Establishes recreational and leave centers for theater.
- Exercises staff supervision over all Army postal activities in the theater.
- Executes the theater army commander's policy on the allocation and distribution of replacements. This command exercises assignment jurisdiction over replacements pending arrival at parent unit of assignment, at which time control is transferred to the commander.
- Provides GS chaplain services to the theater within policies and guidance established by theater army.
- Establishes chaplain retreat centers for the theater.
- Provides automatic data processing (ADP) facilities for the medical regulating and patient accounting/reporting functions of the medical command.



— — — — Attached as required.
[1]Provides pers to operate the PAC.
[2]Provides equipment and pers to operate the ADPC in support of the PAC.
[3]Attached less operational control.

Figure 5-1. PERSCOM

Organization

The PERSCOM consists of a headquarters and headquarters company (HHC), headquarters support activities, and subordinate units as indicated in figure 5-1.

Command Relationships

The PERSCOM, as a major subordinate command of TA, is coequal with the other TA major commands. It accomplishes its mission through subordinate units and their subordinate elements. TA headquarters provides the PERSCOM with policy direction and broad guidance on personnel, administration, military police, graves registration planning, and chaplain general support. The PERSCOM, through its personnel and administration center (PAC), submits and receives theater army reports directly to or from theater army, Department of the Army, and CONUS activities.

PERSCOM also maintains close coordination and liaison with the other TA subordinate commands. It particularly maintains close coordination and liaison with the TAACOM and the COSCOM in the areas of mutual interest pertaining to graves registration services, evacuation of enemy prisoners and civilian internees/detainees from the COSCOM to the COMMZ, and replacement personnel activities.

Operations

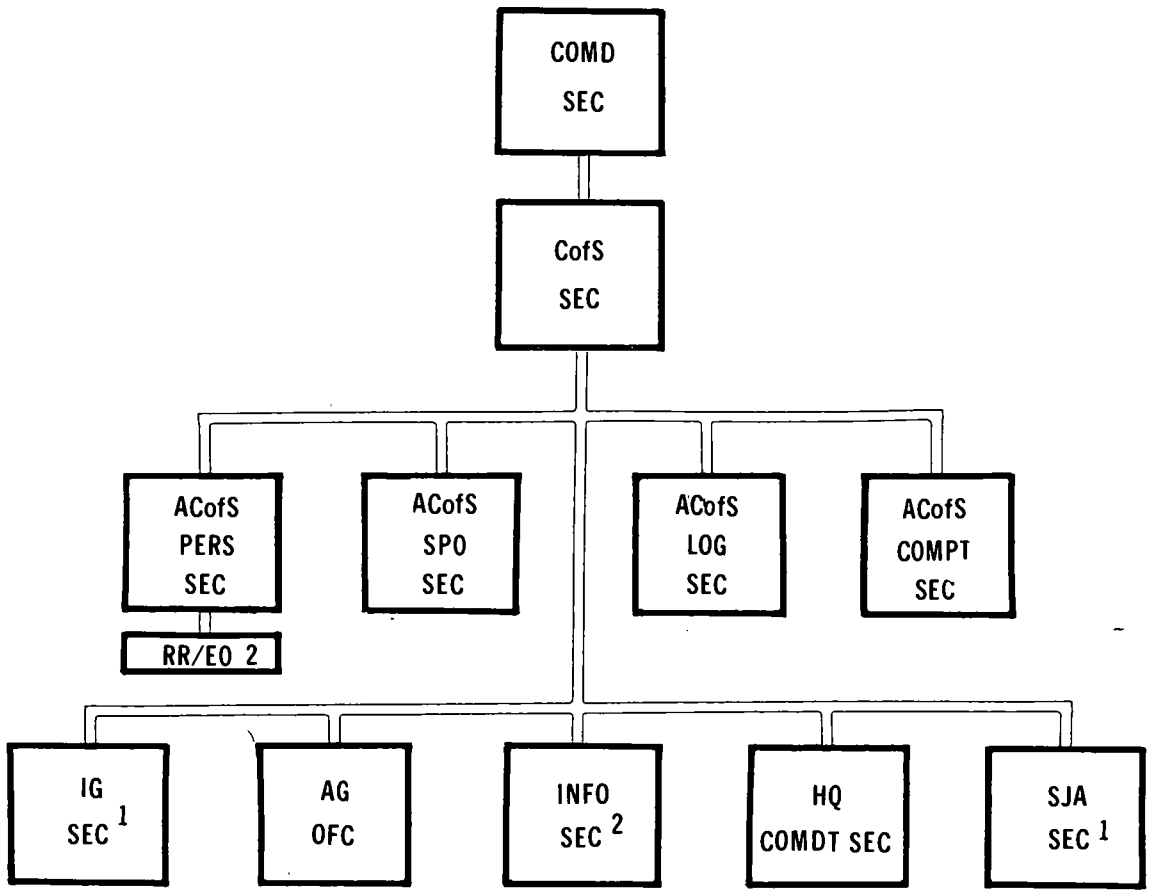
The PERSCOM commander reports directly to the TA commander and operates under general staff supervision of the ACofS, personnel. Subordinate units are organized on a functional basis in accordance with the mission of the command. All ADP actions and reports that pertain to personnel and administration are controlled by the PAC as are certain other theater army functions such as personnel management and records management.

The HHC, PERSCOM (TOE 29-111) (fig 5-2), provides command and control for units assigned to PERSCOM. The headquarters directs personnel, administrative, custodial, internment, and GS graves registration services for a theater of operations. FM 29-6 provides the basic reference and detailed discussion of the PERSCOM.

The PAC uses assigned ADP facilities to assist in the control and operation of theater army GS administrative services, personnel management and replacement regulating services, graves registration and cemetery activities, and overall administrative statistical accounting. Control methods and operations are based on Department of the Army and theater army policies and directives. The PERSCOM also provides ADP support to the branch prisoner of war/civilian internee information center, the comptroller section, and MEDCOM. The PAC is a control center of the PERSCOM and operates under the supervision of the PERSCOM ACofS, personnel.

The prisoner of war/civilian internee information center furnishes information regarding prisoners of war to the TA staff and the National Prisoner of War Information Center. It is attached to the MP prisoner of war brigade, but is normally collocated with the PAC ADPC.

The personnel and administration agency provides the operational element of the PAC for GS personnel and administrative services to the theater. The PERSCOM commander normally delegates operational control of the personnel and administration agency to the ACofS, personnel.



[1]Also a member of the commander's personal staff.
[2]Direct access to the commander, as personal staff officer, as required.

5-2. PERSCOM HQ

The chaplain GS detachment provides a central point of contact for GS chaplain activities in theater army. This detachment establishes chaplain support activities, such as religious retreat centers and lay leadership training programs, and provides the chaplain with professional and technical training and other assistance as detailed in FM 16-5.

The military police prisoner of war brigade provides command, administration, and logistical support for up to five 12,000-men enemy prisoner of war/civilian internee camps and assigned units. This responsibility includes evacuation, processing, providing security, accountability reporting, and maintaining individual personnel records for each internee.

The military police confinement center provides confinement facilities for up to 1,000 military prisoners. This responsibility includes evacuation from corps, processing, providing security, accountability, and evacuation to CONUS.

The graves registration battalion maintains status data on burial and recovery of the dead and missing, establishes and maintains cemeteries for US personnel, operates the theater army personal effects units, is responsible for corps area temporary cemeteries when the corps is displaced forward, and operates the program for return of remains from the theater.

The postal service organization processes bulk mail within the military mail system.

The recreation services organization provides leave and recreation centers and rest areas within the theater.

The replacement regulating organization provides control, dining facilities, encampment, and accounting for theater army replacements and rotatees. This also includes personnel returned for assignment to duty from COMMZ medical treatment facilities.

IDAD Operations Requirements

PERSCOM units and agencies provide a wide range of advisory assistance to host country efforts in the areas of administration, legal, religious, and financial assistance. Military police units may advise and assist host country security forces in both tactical and nontactical operations. In IDAD operations, host country police operations can be expanded to include populace relocation, screening, identification, and registration; enforcement of curfew; and operation of patrols and checkpoints.

ENGINEER COMMAND

Mission and Functions

The engineer command (ENCOM) provides combat and construction support to the Army and other services and allies within the COMMZ and to the corps on a task basis when required. It also provides topographic and real property maintenance activities (RPMA) support throughout the theater and, in the COMMZ, it furnishes potable and nonpotable water to installations and water points for units.

The ENCOM—

- Commands and controls assigned or attached engineer units performing combat, construction, and topographic support missions.
- Plans, designs, and supervises the construction or major rehabilition of ports, roads, railroads, inland waterways, hospitals, troop camps, enemy prisoner of war and civilian internee compounds, administrative facilities, bulk petroleum distribution and storage facilities, and training facilities.
- Plans, designs, and supervises the construction of missile sites, air defense emplacements, protective shelters, field defenses, and other works supporting COMMZ air defense and land security.
- Plans, designs, and supervises the construction or rehabilitation of Army and Air Force airfields and bases throughout the COMMZ.
- Prepares and plans for general

engineer support of other services and allied elements operating in the COMMZ.

- Plans and supervises the production, storage, and issue of maps, map substitutes, and geodetic data to Army and other services in the COMMZ.
- Allocates engineer troops, materials, and equipment to projects and provides guidance and technical assistance to units engaged in construction projects.
- Performs management of real estate and RPMA.
- Provides topographic and military geographic information support to theater army including programing data for mapping and military geographic information support, coordination of requirements with CONUS, production of required mapping and military geographic information, and military hydrology services.
- Plans, designs, and supervises construction projects performed in the rear area of the combat zone, as required.
- Performs combat support missions as required.

Organization

The ENCOM consists of a HHC and subordinate units as indicated in figure 5-3.

Command Relationships

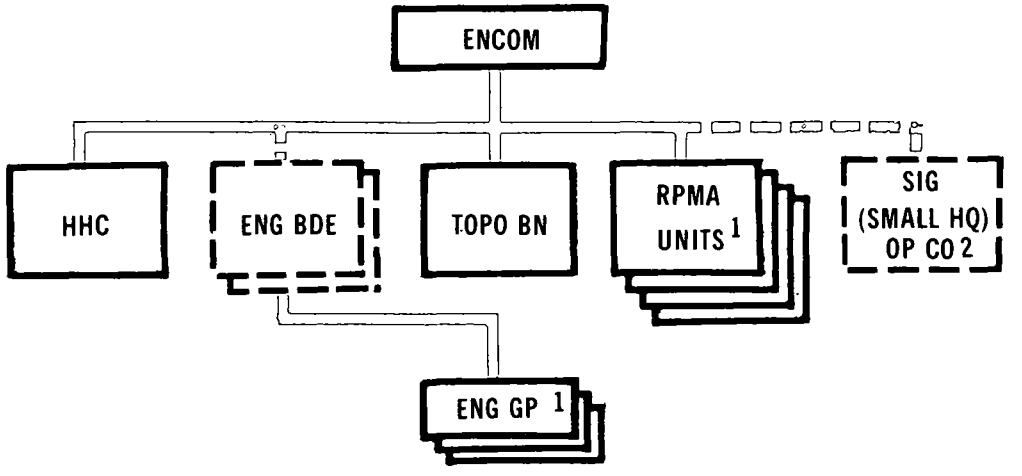
The ENCOM, as a major subordinate command of TA, is coequal with the other TA major commands. The TA headquarters provides the ENCOM policy direction, broad guidance on engineer construction and topographic planning, general supervision, and final construction directives.

The ENCOM coordinates with each parallel command for mutual support and to insure a complete and responsive construction program. It also provides initial construction, repair, and operational utilities support for all Army installations and facilities. The TAACOM provides ADP computer support to the ENCOM for engineer construction design, scheduling, supply requisitioning, and map accounting.

Operations

The ENCOM provides engineer construction support to TA by centralized control of decentralized operations. Engineer brigades and groups accomplish construction throughout the COMMZ in general support of all TA commands and other Army, Air Force, and theater elements as directed, and to corps on a task basis. The TA commander issues final construction directives to the ENCOM commander.

The HHC, ENCOM (TOE 5-201) (fig 5-4), prepares operation plans, construction directives, project plans, and designs. It provides command, control, and administration for assigned or attached engineer units engaged



— — — — Attached as required.
[1]Variable number as required.
[2]Attached less operational control.

Figure 5-3. ENCOM

in construction, mapping, RPMA support, and related engineer activities. This unit is assigned on the basis of one per TA. The headquarters supervises general construction support to all Army and Air Force elements within the COMMZ and topographic and RPMA support to the theater army. It normally controls from three to six groups, but may command two or three engineer brigades if the complexity of the construction mission or the geographic conformation of the theater dictates. FM 5-162 provides basic reference material and detailed discussion of the ENCOM.

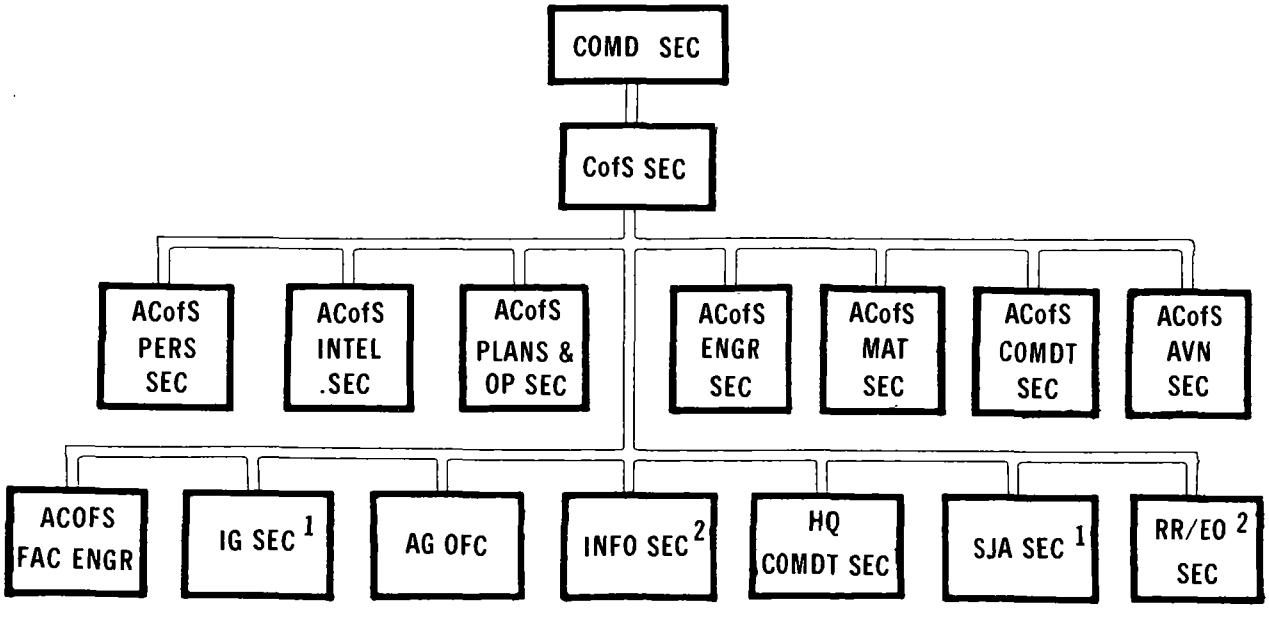
The ENCOM, in accordance with theater army programs and policies, is responsible for implementation of the theater mapping program. In practice, topographic units and intelligence staffs at all echelons coordinate on map requirements in the theater. Minimum map storage is necessary in the theater because most topographic supplies are airlifted from the Defense Mapping Agency in CONUS. Unclassified maps are stored by the topographic battalion and managed by the TAACOM MMC while classified maps are handled in intelligence channels.

Engineer units move frequently throughout the COMMZ and into the combat zone, when required. This changing concentraton of equipment creates an imbalance in engineer maintenance requirements which often cannot be satisfied by the TAACOM area-oriented DS maintenance units. To provide maintenance at the time and place required, DS maintenance elements are retained as organic to the engineer battalion (heavy) and the construction support company. Units engaged in pipeline construction, port construction, and base topography have predictable and rather limited areas of operation, permitting greater reliance on ASGP DS maintenance. These units have only that maintenance capability necessary for low-density items not normally found in other units.

Engineer combat battalions (heavy) furnish water points while ENCOM RPMA organizations furnish RPMA support, to include facility maintenance and repair, minor construction, installation water supply, real estate, and firefighting services.

IDAD Operations Requirements

US Army engineer units provide advisory assistance and unit support to US and host country military and civilian internal



[1]Also a member of the commander's personal staff.
[2]Direct access to the commander, as personal staff officer, required.

Figure 5-4. ENCOM HQ

defense and internal development forces. Projects requiring engineer support include, but are not limited to, flood control and the construction of bridges, roads, airfields, and warehouses. ENCOM support of IDAD operations is normally coordinated at the national level and the provincial or regional area coordination center.

TRANSPORTATION COMMAND

Mission and Functions

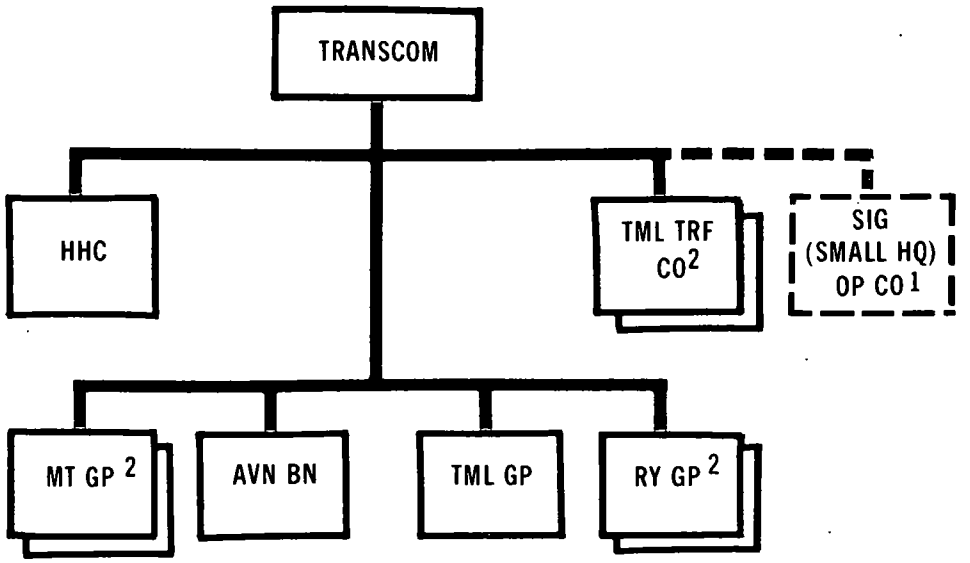
The primary mission of the transportation command (TRANSCOM) headquarters is to command and control transportation units and other assigned or attached units for the operation of transportation service in the theater army. Secondary missions are to provide transportation staff assistance to the TA ACofS, transportation; as directed by TA, to coordinate transportation operations with CONUS transportation agencies to insure interface of CONUS and theater transport and movement procedures and capabilities; and as directed by TA, to coordinate intertheater transport operations with the Military Airlift Command (MAC) and Military Sealift Command (MSC).

The TRANSCOM HQ—

- Commands and controls assigned and attached units.
- Supervises the operations of the tranportation interzonal services.
- Advises on transportation services in the theater.
- Recommends transportation policies.
- Recommends the allocation of transportation resources.
- Maintains liaison on tranportation operations with theater army, TAACOM, corps, and COSCOM headquarters, other services, allied and host nation staffs, and transportation mode and terminal facility operations.

Organization

TRANSCOM consists of a HHC, headquarters support activities, and subordinate units as indicated in figure 5-5.



— — — — Attached as required.
[1]Attached less operational control.
[2]Variable number as required.

Figure 5-5. TRANSCOM

272-793 O - 78 - 3

Command Relationships

The TRANSCOM, as a major subordinate command of TA, is coequal with the other TA major subordinate commands. TA headquarters provides the TRANSCOM with policy direction; broad guidance on transportation planning, including airlift, sealift, and local national capabilities, and interzonal transportation services.

The TRANSCOM coordinates with each parallel command for mutual support. Shippers and receivers of the parallel commands and installations maintain close coordination. TRANSCOM also maintains close coordination and constant liaison with COSCOM and with the TAACOM MP brigade on matters pertaining to railway security, security of waterfront terminals, and traffic control requirements.

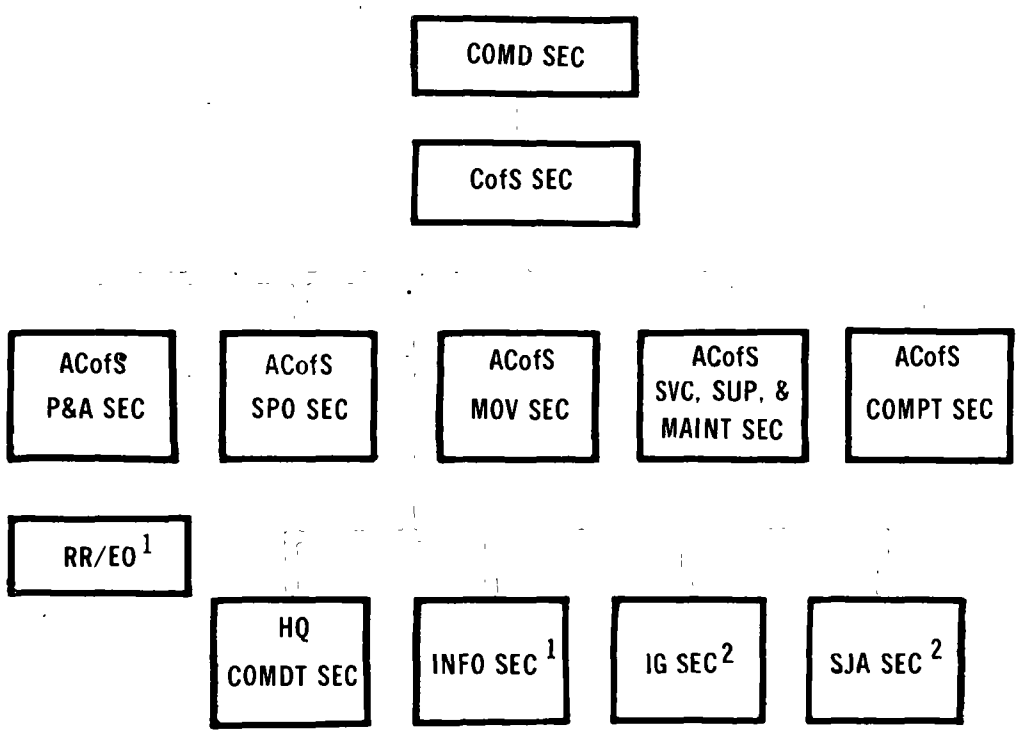
Operations

The TA commander establishes broad policy and guidelines for operations, approves the TRANSCOM's plans and programs, allocates units to the TRANSCOM for carrying out its mission and, through the TA MMC, provides movement control direction. The TRANSCOM operates under the general staff supervision of the TA ACofS, transportation. When authorized and directed by the TA commander, the TRANSCOM commander may represent TA as follows:

- Participate in the joint transportation board (JTB).
- Perform liaison with host and allied nations to include negotiation for procurement of transportation facilities or establishment of operating agreements and establishment of policies and procedures with allied nations for mutual transportation support.

The HHC, TRANSCOM (TOE 55-2) (fig 5-6), commands and controls its subordinate units which provide terminal services and operate transport modes. The unit is normally assigned on the basis of one for each TA. FM 55-1 provides the basic reference and discussion of the TRANSCOM.

Transportation services to place men and



[1]Direct access to the commander, as personal staff officer, as required.
[2]Also a member of the commander's personal staff.

Figure 5-6. TRANSCOM HQ

materiel where and when needed are planned and coordinated from their origin in CONUS to their final destination in the theater. After replacements and materiel arrive in the theater, the TRANSCOM is responsible for continuing their movement to designated destinations. The TRANSCOM includes all elements necessary to move personnel and materiel from points of arrival in the theater to general support, direct support, and user units. It performs this service for the Army and, as required, for other US forces and host nation or allied forces. Based on shipping instructions, the TRANSCOM provides the transport necessary for movement of supplies. Shippers must, whenever possible, select destinations that provide for throughput distribution.

Maintenance and supply units of this command include rail and marine supply and maintenance GSUs assigned to the TRANSCOM. Their locations are determined by the environment and the disposition of the operating units they serve. All other equipment is supported by general and direct support units of the TAACOM.

Transport (Mode) Operations

Transport (mode) operations in the theater include air, motor, rail, and inland waterway. The bulk of transport operations are interzonal (theater-wide) services that the TRANSCOM centrally controls in coordination with the TA MCC; the remainder are movements within the COMMZ. Military Airlift Command units provide interzonal (intratheater) airlift. Army air transport units provide airlift support for Army forces in accordance with operational requirements.

Air Force Airlift. The TA MCC plans and coordinates the use of Air Force intratheater airlift allocated to the Army. Aircraft operate on either a scheduled or a mission basis.

Army Air Transport. Medium and heavy helicopter companies and aviation service support companies provide Army airlift in the theater and are used for movement of high-priority cargo, movement of personnel and cargo to and from various terminals, and rapid deployment of RAP forces.

Motor Transport Service. Motor transport services in the COMMZ are local and line-haul operations in support of TA, to include operation of the interzonal service that extends through the COMMZ into the combat zone. Local hauls are characterized by short running time in relation to loading and unloading time and normally involve a number of missions per day. Line hauls are characterized by long running time in relation to loading and unloading time and normally involve one mission or a portion thereof each day. Motor transport service complements the railway service. This service provides flexibility in the concentration and allocation of transport to rapidly effect support of changing strategic and tactical situations. The TRANSCOM retains command and control of its motor transport units operating in the line of communications extending into the corps area. Such units are subject to highway regulations by the highway traffic headquarters of the area through which they are transiting.

Rail Transport Service. US military operation of railroads in a theater is normally limited to supplementing the host nation's capability. Existing facilities are operated, as required, to support military operations. Rail transport service includes management and operation of the main rail lines and yards, sidings, and spur tracks to connect the various installations with the main lines. Because new rail construction requires large quantities of labor and material, rail operations are normally feasible only when a usable rail net exists in the theater. Maintenance and repair of existing rail facilities may be accomplished by units of the TRANSCOM. Major rehabilitation or new construction is accomplished by elements of the ENCOM. Signal construction integral to the rail system is provided by TCC(A). Railway security is provided by the TAACOM MP brigade on the basis of one MP battalion per transportation railway group.

Inland Waterways Transport. Inland waterways will be used to complement other transportation modes for movement of equipment and nonperishable supplies. Military lighterage units provide inland waterway transport service. Use of civilian craft and crews aids in reestablishing civilian water transport and restoring the local economy.

Water Terminals

Water terminal operations include documentation, loading, and unloading cargo and personnel from ships either at a pier or in the stream; lightering cargo and personnel ashore and loading cargo or personnel on other modes for movement out of terminal areas. Water terminals may be established at either ports or beaches. Transportation terminal service teams involved in port operations are identified in TOE 55-560.

Terminal Transfer Points

Operation of terminal transfer points is a transportation service activity. These transfer points, other than water terminals, transfer cargo and personnel from one mode of transportation to another. Examples are the transfer of cargo from rail cars to trucks at terminals of rail lines for continued shipment to consignees and the operation of intransit cargo areas at Army air terminals where cargo is transferred between trucks and combat service support aircraft. The transportation terminal transfer company is the unit that normally operates the terminal transfer point. A freight consolidation and distribution detachment (team JC, TOE 55-560) may be assigned to operate a small terminal transfer point. Terminal transfer activities include operation of consolidation points for less-than-carload (or truckload) shipments.

IDAD Operations Requirements

US Army transportation units can plan and develop reliable transportation systems in support of IDAD operations when there are unimproved and insecure LOC; poor seaport and air terminal facilities; and limited host country, civil, and military transportation resources. Within an internal defense and internal development operational area, transportation units may have to assist in mobilizing and organizing host country surface transportation resources including trucks, buses, watercraft, porter units, and pack animals. TRANSCOM support of IDAD operations is normally coordinated at the national level and the regional or provincial area coordination center.

MEDICAL COMMAND

Mission and Functions

The MEDCOM provides COMMZ-level health service support within the theater of operations. The MEDCOM accomplishes its mission by—

- Providing command, control, staff planning, and supervision of operations, training, and administration of hospital centers and medical groups engaged in COMMZ-level health service support.
- Performing medical regulating.
- Furnishing professional speciality consultation service.
- Developing policy and guidance for management of medical materiel, medical equipment maintenance, and optical fabrication.
- Providing medical staff services as the TA surgeon to include—

- Informing the TA commander and his staff on the health of the command and on health service aspects of matters affecting combat service support.
- Providing current information concerning the medical aspects of the combat service support situation to the surgeons of higher headquarters.
- Coordinating health service support operations in the COMMZ.
- Providing advice to the commanders of the PERSCOM, TRANSCOM, ENCOM, AND TAACOM on health service support matters.
- Providing medical evacuation and treatment.
- Providing area and regional health service support.
- Providing preventive medical maintenance.

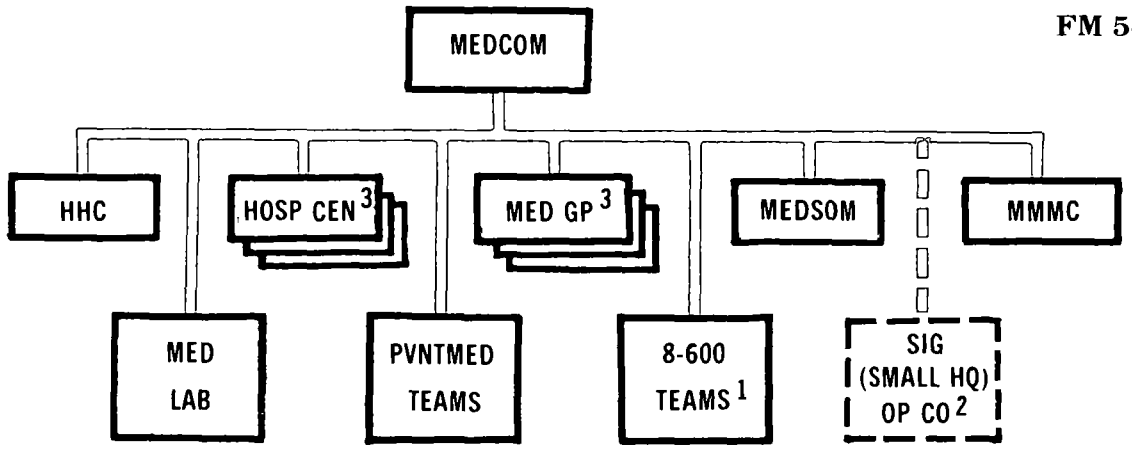


Figure 5-7. MEDCOM

- Providing medical laboratory, dental service, optical fabrication and veterinary service supprt.

Organization

The MEDCOM consists of a HHC and subordinate units as indicated in Figure 5-7.

Command Relationships

The MEDCOM, as a major subordinate command of TA, is coequal with the other TA major subordinate commands. TA headquarters provides policy direction, broad guidance on health service planning, and general supervision to the MEDCOM. As TA surgeon the MEDCOM commander coordinates directly with the theater surgeon on health service matters.

The MEDCOM coordinates with each parallel command on mutual support requirements. Close and continuous liaison is maintained with the TAACOM to determine the location and size of troop concentrations within the COMMZ. They are supported on an area and regional basis by elements of the MEDCOM. The PERSCOM ADPC provides support to the MEDCOM for medical regulating and patient accounting and reporting functions.

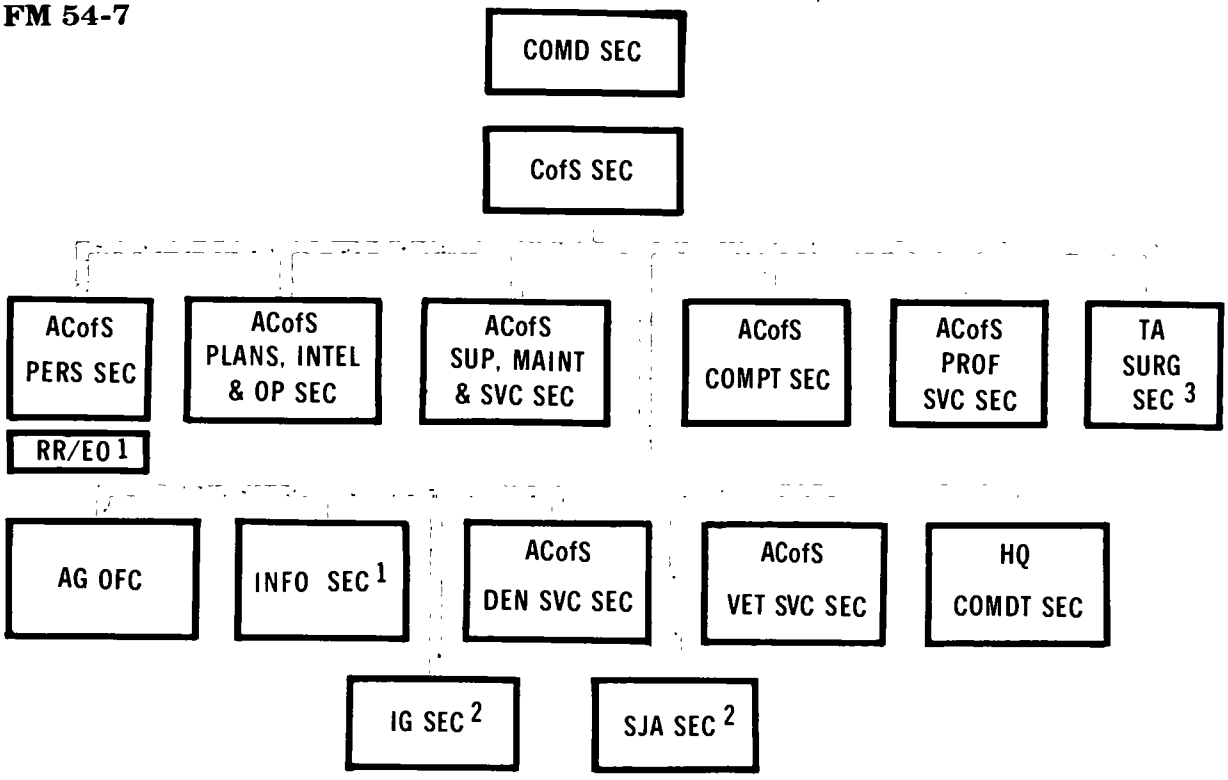
The MEDCOM maintains liaison with the senior medical headquarters within the corps for evacuation of patients from the combat zone to the COMMZ and for reinforcement of combat zone health service support.

Operations

The MEDCOM commander reports directly to the TA commander and as TA surgeon has direct access to him and all members of his coordinating staff.

The HHC, MEDCOM (TOE 8-11) (fig 5-8), provides command and control of designated medical units within the COMMZ. One MEDCOM is assigned to each theater army. The MEDCOM can command and control from three to seven hospital centers or an equivalent mix of hospital centers and medical groups engaged in COMMZ health service support. FM 8-10 provides the basic reference and detailed discussion of the MEDCOM and COMMZ-level health service support.

Health service support of COMMZ personnel is provided on an area and regional basis by hospitals and dispensary teams. Coordination between the MEDCOM and TAACOM is necessary to insure adequate health service support within the areas



[1]Direct access to the commander, as personal staff officer, as required.
[2]Also a member of the commander's personal staff.
[3]Augmentation as required.

Figure 5-8. MEDCOM HQ

assigned to the TAACOM ASGP. An exchange of information through liaison provides the MEDCOM commander with the extent and location of troop concentrations as a basis to plan his health service support of TAACOM. The senior medical command located with the geographic boundaries of an ASGP will normally provide medical staff advice for the ASGP commander. The health service support system in the COMMZ provides medical support to—

- The combat zone by relieving it of patients and reinforcing its health service support, as required.
- Army troops and units of other services in the COMMZ.
- Enemy prisoners of war, civilian internees, detainees, and other personnel, as directed.

Medical regulating personnel in the intelligence and operations section of the MEDCOM headquarters accomplish medical regulating. These personnel coordinate and control patient evacuation from the combat zone to the COMMZ, within the COMMZ, and identify patients for evacuation from COMMZ general hospitals to CONUS. This is accomplished by coordination with the US Air Force and the Joint Medical Regulating Office.

Medical supply and maintenance are managed by the medical materiel management center (MMMC) commodity managers under the command and control of the MEDCOM. Required communications and data transmission links will be maintained between the MEDCOM MMMC and the MEDSOM unit(s) and will be provided on an area basis. ADP support is provided to support multiple medical facilities on a regional basis on both time-sharing and batch-processing modes. A regional data center servicing the MEDCOM will be utilized by the MMMC which in turn will provide materiel management support to the MEDSOM.

Automated support for patients accounting/reporting and medical regulating, when

developed, will normally be provided by the PERSCOM ADPC. Input/output devices may provide digital communications support to the MEDSOM and other medical facilities.

Preventive medicine teams provide comprehensive preventive medicine support to the COMMZ. Field service sections provide consultation services, support, and training in medical epidemiology and medical zoology, sanitary engineering, and veterinary aspects of zoonotic and foodborne disease control that are beyond the routine responsibilities and capabilities of the commander and his organic medical personnel.

Medical laboratory teams provide laboratory support to all medical units in the COMMZ. Laboratory services include assistance in the identification of biological agents, medical research, technical inspection, manufacture of diagnostic agents, support of epidemiological studies, and a theater histopathology center.

Dental service in the COMMZ is furnished through hospital and area dental facilities. Organic dental services of the general, station, and field hospitals and convalescent centers provide dental care for personnel admitted to these facilities. Dental service teams (TOE 8-500/600) provide area dental service in the COMMZ based on troop population and density.

Veterinary service is provided on an area basis by TOE 8-670 teams, consisting of veterinary hospital, dispensary, and food inspection teams.

Blood bank service is a theater-wide service and interfaces with the CONUS system. Blood bank service units (Team AJ, Blood Bank Service HQ; Team NA, Blood Processing Detachment; Team NB, Blood Collecting Detachment; Team NC, Blood Distribution Detachment) are allocated to the theater in sufficient numbers to meet the responsibilities of the theater blood program.

Medical Supply, Optical, and Maintenance Unit (MEDCOM)

The MEDSOM is assigned to the MEDCOM to operate as a receiving, storage, repair, and issue point for medical supplies and equipment. The MEDCOM MMMC maintains inventory control of medical supplies and equipment. The MEDSOM receives, classifies, stores, and issues medical supplies and provides medical maintenance and optical laboratory support.

Medical Group

Medical group headquarters (TOE 8-122) assigned to the MEDCOM normally provides command, control, staff planning, and supervision of operations, training, and administration of attached medical units. The medical groups usually have dual missions of providing support to medical units in the combat zone and health service support to the units in the COMMZ. Support to the corps normally consists of relieving medical units of patients and, in general, reinforcing the corps health service support. Medical battalion headquarters units are assigned to the medical command and attached to the medical groups to exercise command and control and to provide personnel, supply, and vehicle maintenance services to attached units.

Hospital Center

One hospital center headquarters (TOE 8-502) commands and controls several attached general hospitals or a combination of general hospitals, convalescent centers, and other hospitals in the COMMZ. This headquarters normally functions as a controlling agency for attached units. Operating functions, such as professional consultation service, supply, and laundry service normally performed by individual hospital units, may be centralized and controlled by the hospital center headquarters.

Hospitalization and Evacuation

The MEDCOM provides hospitalization for all patients originating in the COMMZ and those relieved from the combat zone. Both the number and types of hospitals required depend on the location of the COMMZ in relation to military operations, the level of hostile activity, and the theater evacuation policy. Patients are normally evacuated from the combat zone by air, sea, rail, and land transportation to general hospitals in the COMMZ. Evacuation from the theater is primarily by air. Hospitals in the COMMZ are classified and organized on

the basis of bed capacity, type and extent of medical treatment capabilities, and their primary missions.

General hospitals are fixed installations that provide medical treatment of a definitive and specialized nature for all types of patients in a theater of operations. Usually, general hospitals receive patients from treatment facilities in the combat zone, station hospitals in the COMMZ, and dispensaries located in their immediate vicinity.

Station hospitals are fixed hospitals that normally serve a limited area within the COMMZ and routinely do not receive patients from the combat zone. They are established in the COMMZ when there is a sufficient permanent concentration of military personnel to require local hospitalization. The station hospital is generally the type of hospitalization facility found in the area assigned to a TAACOM ASGP.

Field hospitals, are used to provide local (area) hospitalization facilities to temporary troop concentrations in the COMMZ.

Convalescent centers, normally subordinate to hospital centers, are designed to recondition and prepare patients no longer requiring hospitalization for return to full duty. Beds in convalescent centers are not charged against theater fixed-bed requirements.

IDAD Operations Requirements

Health service support has proved to be one of the most effective US Army resources for gaining the support of civilian populations. The numerous health hazards prevalent in most developing nations and the lack of host country medical personnel and facilities place a high premium on US health services. Since medical resources are scarce and the need for them is critical, health service support must be established to provide for concurrent conduct and support of both tactical operations and military civic action programs. US Army Medical Department personnel may be called upon to assist host country forces to develop medical capabilities. MEDCOM support in IDAD operations is normally coordinated at the national level and the provincial or regional area coordination center.

Theater Army Area Command

■ Mission and Functions

The theater army area command (TAACOM) provides DS combat service support and GS supply, maintenance, and services (less medical, COMSEC, and map supply) to units passing through or located in the COMMZ and to other forces as directed by the TA commander. The TAACOM is also responsible for planning, coordinating, and executing RAP operations within the COMMZ. The TAACOM may also be assigned the mission of storage and maintenance for TA prepositioned war reserves (PPWR) and other theater stocks. TAACOM HQ has responsibility for the command and control of subordinate units that provide:

- DS combat service support (less medical, COMSEC, map supply).
- GS supply (less medical, COMSEC, and maps).
- GS maintenance services (less medical and COMSEC).
- GS field services.
- Procurement services.
- Nuclear, biological, and chemical (NBC) services and support as outlined in FM 3-1.
- Chemical technical escort services.
- Military intelligence support.
- Civil affairs.
- Psychological operations.
- Explosive ordnance disposal.
- RAP.
- Combat military police support.
- ADP services.

Organization

The TAACOM consists of a headquarters and headquarters company (HHC) and special troops and subordinate units as indicated in figures 5-9 and 5-10.

Command Relationships

The TAACOM, as a major subordinate command of TA, is coequal with the other TA commands. TA HQ provides the TAACOM with policy direction, broad guidance on supply and maintenance planning, and general supervision of support operations to include RAP planning for assigned areas of responsibility within the COMMZ. TA retains responsibility to provide intensive management for and control the allocation of selected items of materiel.

The TAACOM has a host-tenant relationship with other TA commands in the COMMZ. In this role it coordinates with the commands to insure that the TAACOM DS combat service support is provided on a responsive basis. The TAACOM also coordinates the planning and operational activities concerning its provision of GS supply, maintenance, and field services to the commands.

The TAACOM coordinates directly with CONUS national inventory control points and national maintenance points on supply and maintenance requirements, except for selected items that are intensively managed and allocated by TA. When delegated by TA, the TAACOM coordinates with allied forces, theater air force, and theater navy to satisfy their supply and maintenance support requirments. Through its procurement centers in foreign countries, the TAACOM cooperates with US Department of State missions and with the theater-level joint procurement coordinating board (when established). In coordination with the TA ACofS, CMO, it may also conduct direct negotiations with governmental agencies or private individuals in the host countries for required services or supplies.

TAACOM, on direction of TA, will provide marshaling support to corps airborne forces.

While the COSCOM will normally deal directly with CONUS on supply and maintenance matters, as does the TAACOM, there must be continuing coordination between the TAACOM and the COSCOM to insure responsive backup support when so directed by TA.

Automatic Data Processing Center (ADPC)

The ADPC provides a large capacity ADP capability for the TAACOM and the ENCOM. TAACOM functions that ADP services may support include—

- Unit readiness reporting.
- RAP.
- Personnel management.
- Materiel management.
- Labor management.
- Military police services.
- Budget, finance, and fiscal accounting services.
- Records administration.

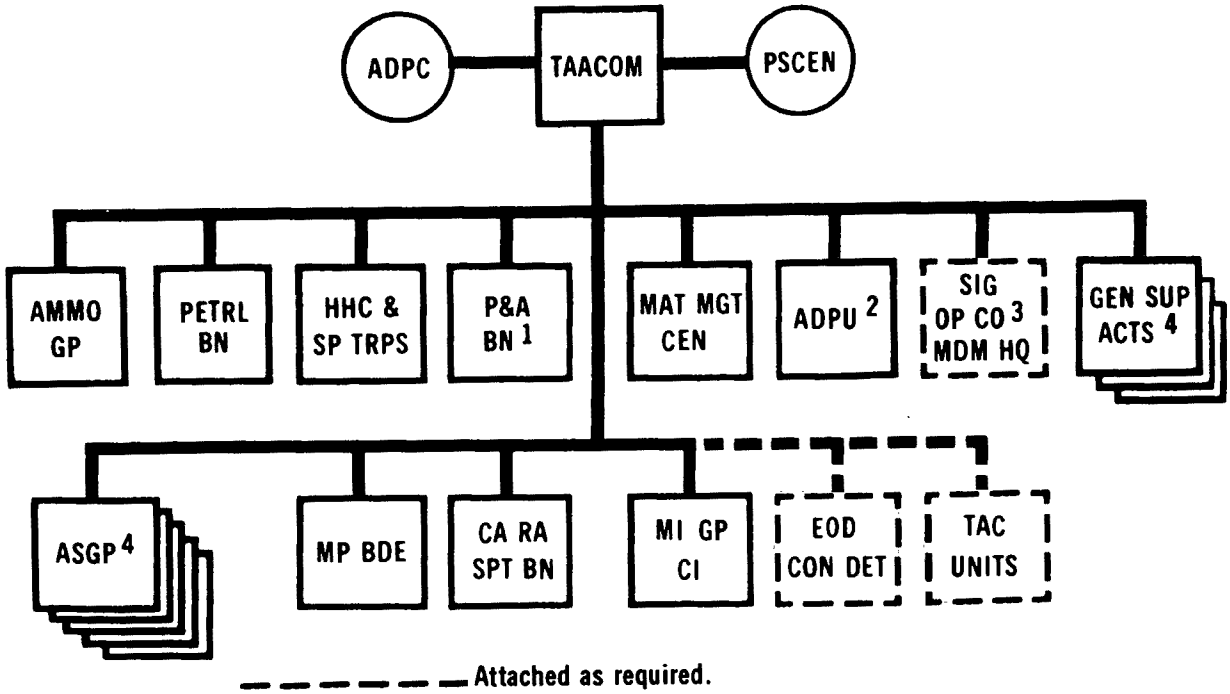
The ADPC also provides alternate automatic data processing equipment support for other TA computer centers. It can install, operate, and maintain general purpose data processors, including associated devices and data transmission terminals and maintain a computer program library for local data processing requirements.

One ADPU is assigned to each TAACOM headquarters to operate an ADPC. The ADPC is not involved in the management of the combat service support functions. It simply provides machine services. The ADPC uses computer programs developed centrally in CONUS based on centrally developed functional systems.

Materiel Management Center

Through the combat service support data system, the TAACOM is linked with supported, supporting, and subordinate units within its area of responsibility and with supporting activities in CONUS.

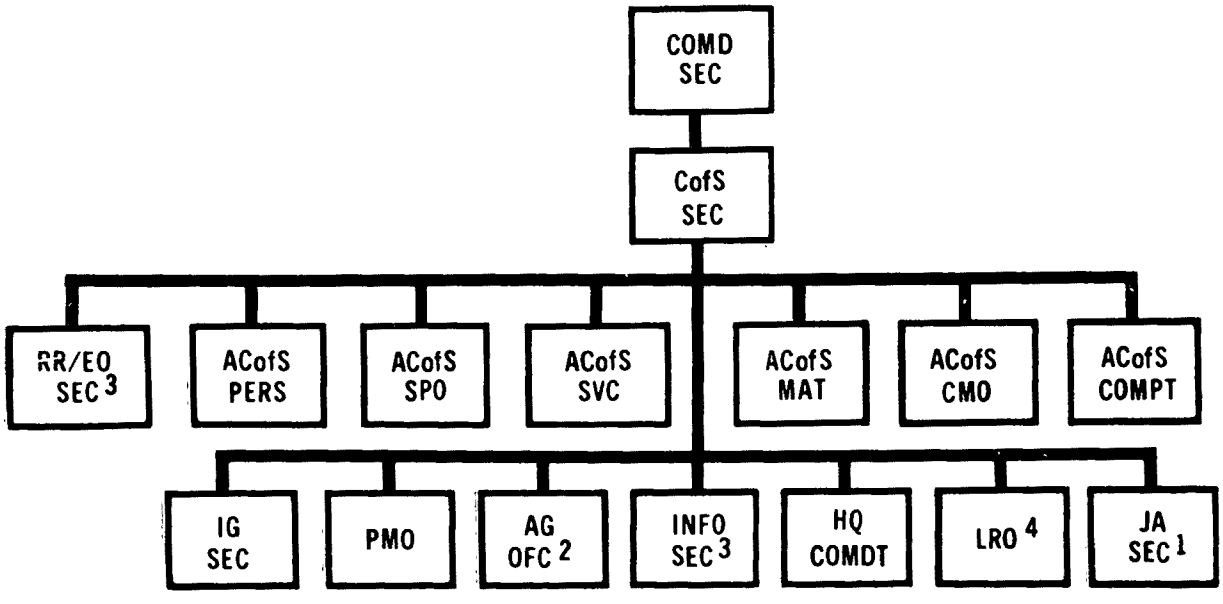
The MMC (fig 5-11) is an extension of the office of the TAACOM ACofS, materiel. The center is organized with a Materiel Manage-



– – – – – – – Attached as required.

[1]Provides personnel to operate the personnel service center (PSCEN).
[2]Provides equipment and personnel to operate the ADPC.
[3]Attached less operational control.
[4]Variable number as required.

■ *Figure 5-9. TAACOM*



[1]Also a member of the commander's personal staff.
[2]Provides internal administrative support to the HQ under the staff supervision of the ACofS, pers.
[3]Direct access to the commander, as personal staff officer, as required.
[4]Logistic readiness office.

Figure 5-10. TAACOM HQ

ment Center Office, Unit Headquarters Section, Service Support Division and seven materiel management divisions. Six of these divisions (aviation, electronics, armament and combat vehicles, missile and munitions, automotive, and troop support materiel) coincide generally with commodity commands of the US Army Materiel Development and Readiness Command. The Troop Support Materiel Division also manages supplies of the Defense Supply Agency and General Services Administration, as well as subsistence, general and common materiel, and marine and rail materiel. The seventh division of the MMC is the Petroleum Division. Each division chief is responsible for integrated materiel management of assigned commodities. Commodity assignment is determined by alignment with CONUS sources of support.

A functional branch breakdown within the several divisions permits special management of major end-item supply, maintenance, and repair parts supply. Individuals from the functional branches can be designated as management teams to combine supply, maintenance, and repair parts expertise for intensive management of designated items.

The MMC performs its materiel management functions based on centralized, integrated materiel management operations. Supply, service, and maintenance units subordinate to the TAACOM react to instructions from the MMC. The MMC acts on the requirements of supported forces. Except for TA controlled items such as bulk POL, which is requisitioned through the TA MMC and the joint petroleum office, the MMC places support demands directly on CONUS-based commodity commands with which it has direct communications.

Within guidance, authority, procedures, and policies established by the TAACOM headquarters, the materiel managers in the MMC review machine actions and make decisions when required actions are beyond programed machine solution (management by exception). They recommend actions to the ACofS, materiel, and insure that he has timely and accurate information as a basis for recommending command decisions.

The MMC provides directives, policies, and instructions on supply and maintenance for implementation by TAACOM subordinate units. For example, maintenance

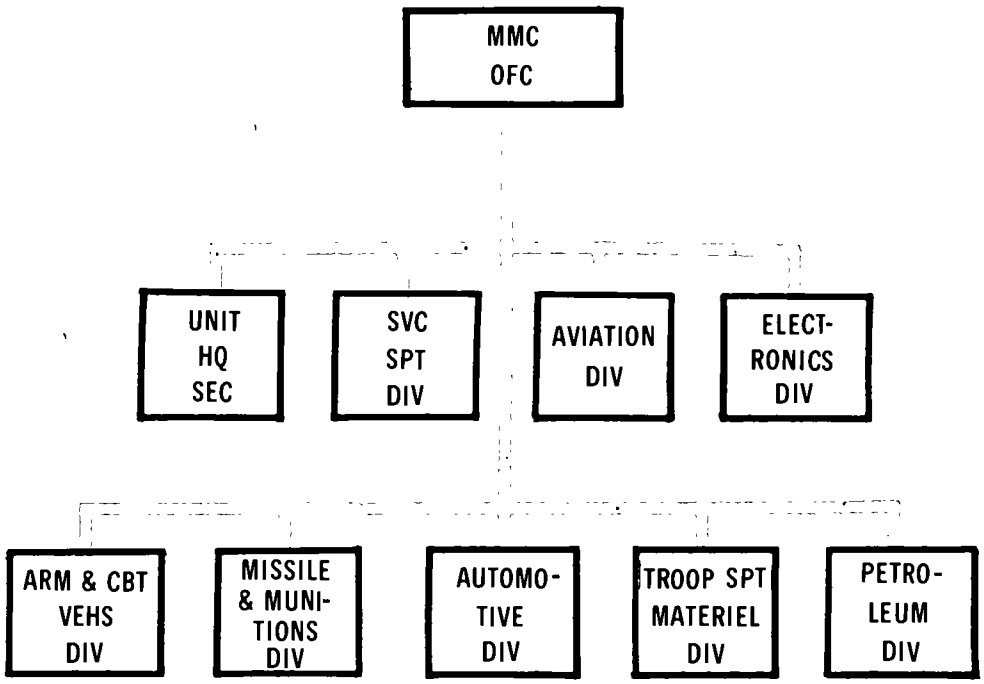


Figure 5-11. TAACOM MMC

companies of the ASGP submit maintenance data and reports directly to the TAACOM MMC and the TAACOM ADPC. The TAACOM MMC provides the ASGP with pertinent information obtained through data processing and analysis and with other information necessary for control and supervision of maintenance operations. Instructions and guidance relating to routine operations are provided directly while instructions and guidance requiring command knowledge and attention are provided through command channels.

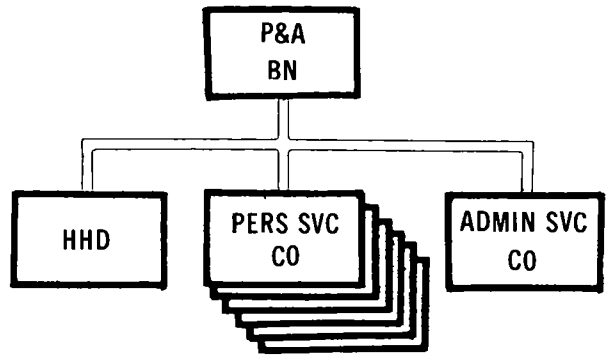


Figure 5-12. TAACOM P&A BN

Personnel and Administration Battalion

DS personnel and administrative support activities are centralized within the P&A battalion of the TAACOM (fig 5-12). A personnel service center is formed to provide this support to all nondivisional troops in the COMMZ. The P&A battalion operates the personnel service center under the staff supervision of the TAACOM ACofS, personnel. This center is supported by the servicing ADPU.

The personnel service company provides DS personnel services on an area basis to all theater army nondivisional troops located in the COMMZ. The number of such companies required depends on the number of troops to be supported. These companies perform functions which include: maintaining all personnel records for units supported; preparing personnel reports; performing personnel actions such as promotions, demotions, decorations and awards, separations, and rotations; and recommending personnel management action.

The administrative service company provides centralized volume reproduction support and central records library services.

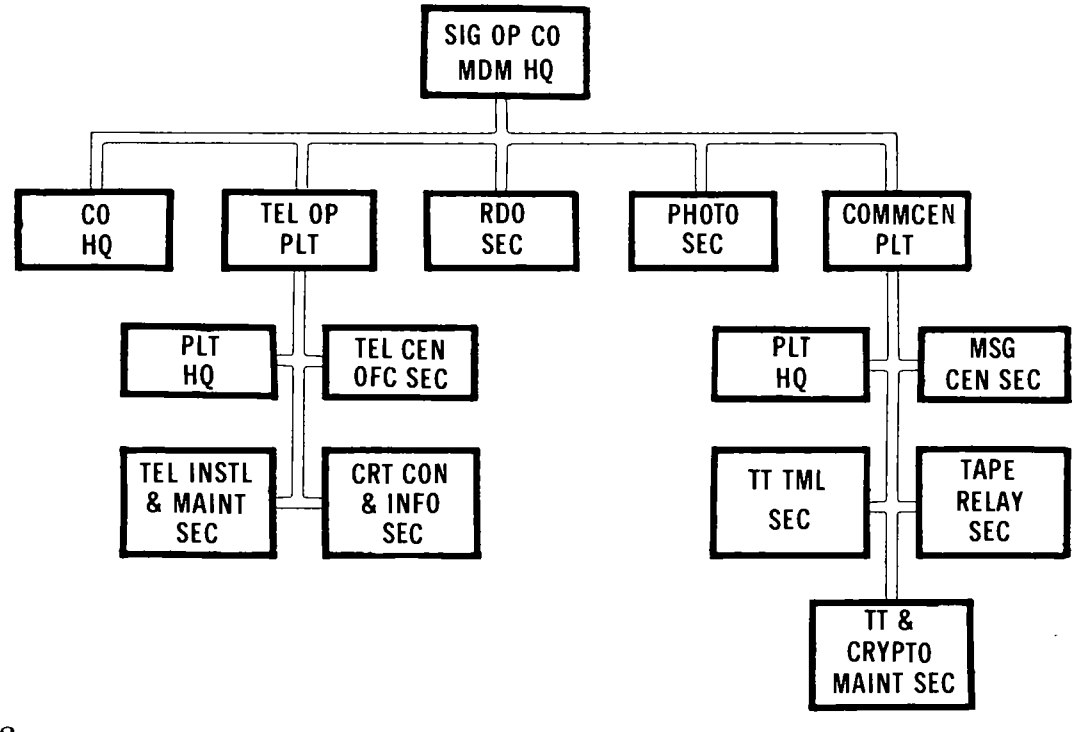


Figure 5-13. SIG OP CO MDM HQ

FM 12-2 provides a detailed discussion of command relationships, operational concepts, and organization and capabilities of P&A support.

Signal Operations Company, Medium Headquarters

The signal operations company, medium headquarters (TOE 11-127) (fig 5-13), provides internal signal communications facilities and photographic service to the TAACOM headquarters. This company depends on signal units of the area communications system for trunking circuits and carrier termination facilities for integration into the area communications system. See FM 11-23 for further details on the operation of this company.

Explosive Ordnance Disposal Elements

EOD support activities are controlled and supervised at the TAACOM headquarters by the ACofS, SPO. The EOD branch advises the ACofS, SPO, on the execution of the EOD support plan through an organic EOD control detachment and EOD detachments. EOD detachments are assigned to the TAACOM and further attached to ASGPs for administrative and logistic support, on the basis of one per ASGP. Augmentation teams (conventional, chemical, and nuclear) will be attached as required.

The EOD branch—

- Provides staff supervision of EOD service in the COMMZ.
- Prepares directives governing EOD service in the COMMZ.
- Provides guidance to subordinate units relative to EOD service.
- Monitors, coordinates, and controls EOD support activities and the conduct of the explosive ordnance reconnaissance program.
- Advises the ACofS, SPO, on apportionment of personnel, units, special equipment, and the assignment of EOD incident priorities, as required.

Requirements for EOD service are reported to the rear area operations centers (RAOCs) at the ASGPs. RAOCs report the requirements to the control detachment attached to TAACOM. The control detachment assigns the requirements to the disposal detachment designated to provide EOD service in a specified geographical area or to the nearest available unit. Within the limits of established policy, EOD requirements may be reported directly to disposal detachments.

FM 9-14 contains details of the mission, responsibilities, functions, and method of operation for EOD units in the COMMZ.

Military Intelligence Group

A military intelligence group, counterintelligence, with a subordinate military intelligence company, counterintelligence, at each ASGP and with its other organic and attached units, provides counterintelligence assistance. The organization functions under the staff supervision of the TAACOM ACofS, SPO.

Military Police Brigade

A military police brigade is assigned to the TAACOM to command and control all military police assets providing area support or specific function support in the COMMZ, less those performed by PERSCOM MP assets. Area support includes MSR security, circulation control within the COMMZ, specific route reconnaissance, and rear area protection missions, to include limited tactical operations and civil disturbance control. Specific function support includes security of general hospitals or convalescent centers, railway security, water terminal security, security of special ammunition sites, and security of command headquarters (TA HQ and TAACOM). MP support for the ASGP is provided by the military police element responsible for area support of the ASGP location.

When conditions such as multiple TAACOMs, extensive width and depth of the COMMZ, water terminals, urban areas, rear area threats or multiple special ammunition sites exist, the assets of a single MP brigade may be insufficient to perform both area-wide and specific function support. In these conditions, the theater army commander

may establish a military police command (MPCOM), with two or more MP brigades and the MP assets of the PERSCOM. The commander, MPCOM, would function as the theater army provost marshal as well.

As the commander of a TAACOM element, the MP brigade commander is responsive to the TAACOM commander. In order to provide responsive support to the command, he coordinates with the following elements of the TAACOM staff on matters affecting their areas of reponsibility.

- ACofS, personnel on criminal investigation, the Command Crime Prevention Program, reporting and recording the state of command discipline, enemy prisoner of war activities, and confinement of military prisoners.
- ACofS, security, plans, and operations on the command physical security program, rear area protection (including civil disturbance control), and security of VIPs and critical installations.
- ACofS, services on control of military traffic, route security, and headquarters security.
- ACofS, civil-military operations on joint police operations, refugee control, civilian traffic control, and area damage control activities.

CA Rear Area Support Battalion

The CA rear area support battalion with one CA rear area company for each ASGP, provides CA command support to US Army units located in or passing through the COMMZ. The battalion functions under the staff supervision of the TAACOM ACofS, CMO. Chapter 7 contains a further discussion of civil affairs support.

Area Support Groups

ASGPs are structured with necessary operating units to provide direct combat service support (less ammunition, COMSEC, map supply, and medical support) for the TA commands and other designated forces in the COMMZ. ASGPs are assigned an area of responsibility depending on the density of military units and materiel to be supported and the political boundaries and identifiable terrrain features. Normally, one ASGP is assigned to TAACOM for every 15,000 to 30,000 troops to be supported in the COMMZ. ASGPs depend on other organizations for security, military police, personnel administration, and communication support. These groups are organized for specific missions that theater army assigns through TAACOM headquarters. The ASGP assists those supported installations assigned to other theater army commands in matters within the purview of the ASGP responsibility. Figure 5-14 depicts the organization of a type TAACOM ASGP. ASGP perform DS functions that may include—

- Supply (except ammunition, COMSEC, map supply, and medical supply).
- Maintenance services (except COMSEC, ammunition, and medical).
- Local transportation services.
- Collection, classification, and salvage of supplies and equipment (less medical and COMSEC).
- Postal services.
- Finance services.
- Decontamination.
- Labor supervision.
- Field services.
- Chaplain coverage.
- Graves registration.
- Rear area protection.

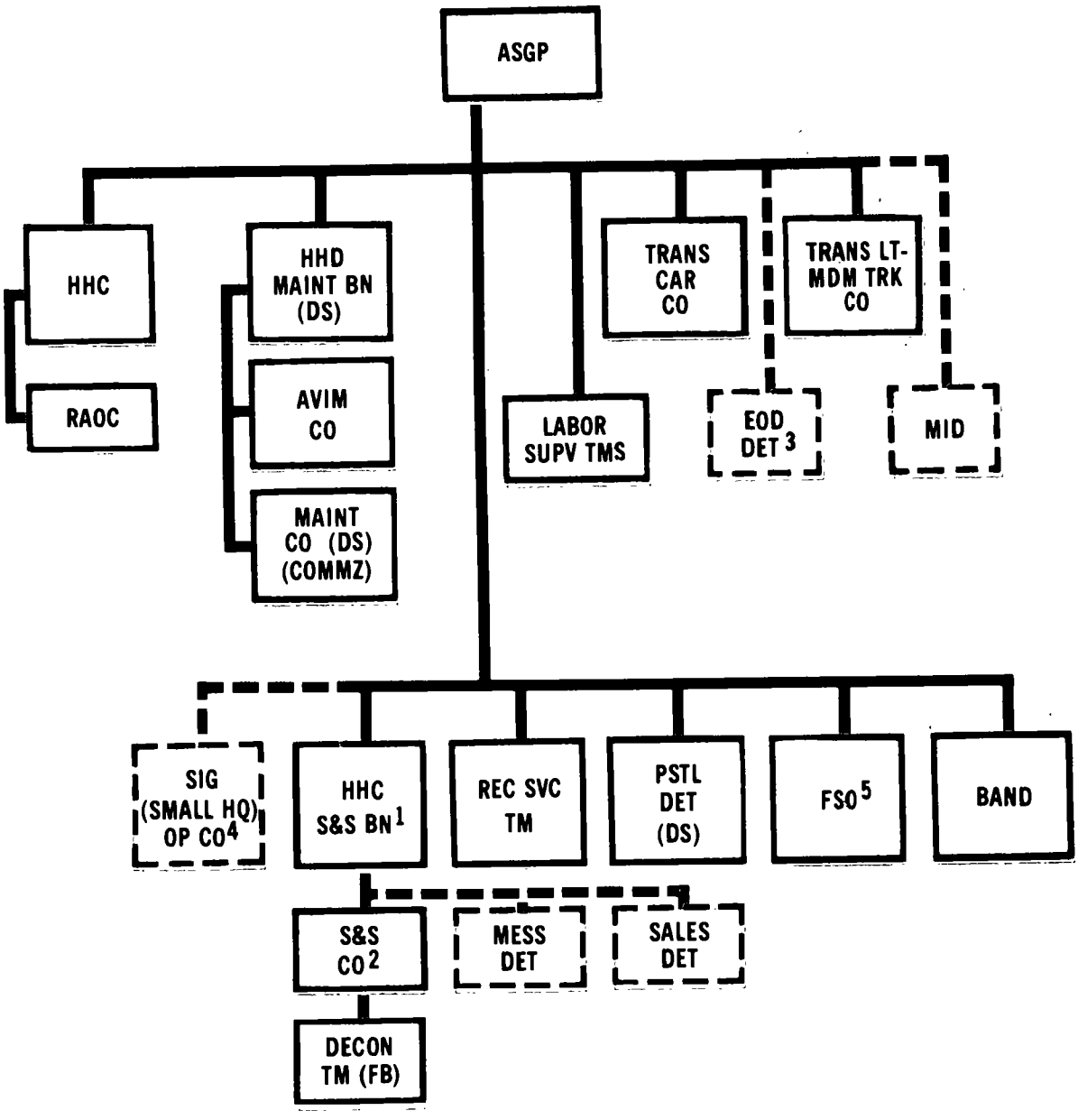
Ammunition Group

An ammunition group consists of conventional and special ammunition units and, in some cases, GS guided missile maintenance facilities. Ammunition maintenance and modifications are performed within unit capabilities.

The ammunition group provides ammunition support to using units located in the COMMZ and may, when directed by TA, provide an emergency source of ammunition for the combat zone when shipments cannot be made from CONUS. The ammunition group reacts to instructions from the TAACOM MMC. For additional details on the operations of this group, see FM 9-6 and FM 54-6.

■ Petroleum Supply Battalion

The GS petroleum supply battalion is



– – – – – – – – Attached units.
[1]Assigned as required when 3 or more subordinate elements are employed.
[2]Assigned as required.
[3]Attached as required.
[4]Attached less operational control.
[5]Finance service organization.

Figure 5-14. TAACOM ASGP

responsible for petroleum storage and distribution operations in the TAACOM. The petroleum supply battalion issues fuels based on priorities established by the TAACOM commander. The TAACOM MMC receives requests for petroleum resupply and directs the petroleum supply battalion to effect the resupply action. DS petroleum support to consumers in the TAACOM area is provided by the petroleum platoon of the supply and service company (nondivisional).

Other General Support Units and Activities

The organization for general support supply, maintenance, and services within the COMMZ must be highly flexible. The amount of backup support to the combat zone required, the size and composition of forces within the COMMZ, the geographical and political features of the area, and the nature of planned operations all play a significant role in determining the way in which this support is organized. However organized, general support units and activities will normally be directly under the TAACOM HQ in order to ensure the most efficient and effective support for the entire area supported.

The GS structure may be organized along commodity lines as combat-oriented general support (COGS) integrated materiel centers. The guiding principles for the organization of COGS centers include:

- Integrated supply and maintenance oriented along commodity lines.
- Commodity orientation based on repair skills rather than equipment.
- Repair and replacement of components and assemblies.
- Tailored organization to provide the most effective weapons systems support.

The COGS centers receive, store, and issue equipment and repair parts, however, GS repair parts common to several commodities may be consolidated at one of the centers or at a more centralized location. Presently there are six (6) types of integrated centers envisioned:

- Armament and Combat Vehicle Materiel Center.
- Wheel Vehicle Materiel Center.
- Communication and Electronics Materiel Center.
- Ground Support Materiel Center.
- Aviation Materiel Center.
- Missile Materiel Center.

In order to tailor the support structure austerely for a specific situation, two or more centers may be consolidated. On the other hand, optimum weapon system support may be achieved by having more than one center of a particular type. In addition to the six centers identified above, the TAACOM may have other general support activities to receive, store, and issue materials not processed by the COGS centers.

GS activities in the TAACOM may also be assigned the mission of storage and maintenance for TA prepositioned war reserve stock (PWRS) and other theater reserve stocks. When performing this mission, the activities are under the policy and direction of TA HQ which exercises control through the TA MMC.

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CHAPTER 6

MILITARY POLICE SUPPORT

Military police combat support and combat service support are provided in the COMMZ by a military police brigade, TAACOM; prisoner of war brigade, PERSCOM; and military police battalion (stockade and rehabilitation), PERSCOM. When conditions exist which require centralized control of MP support assets, a military police command may be established by the theater army commander. FM 19-4 and FM 29-6 contain detailed discussions of military police operations, organizations, and functions.

Military Police Brigade, TAACOM

Mission and Functions. The military police brigade provides area support and specific function support by performing military police missions throughout the COMMZ. The brigade performs its mission by—

- Providing route security.
- Controlling military traffic.
- Conducting route reconnaissance.
- Providing physical security for railways, water terminals, general hospitals and convalescent centers, special ammunition supply points, medical supply points (MEDSOM), and command headquarters.
- Providing movement security of critical and sensitive supplies and designated individuals.
- Criminal investigation and crime prevention.
- Controlling the circulation of individuals, to include assisting the civil affairs unit by controlling refugees and displaced persons.
- Conducting rear area protection operations to include tactical offensive and defensive missions when required, civil disturbance control, and area damage or disaster control activities.
- Enforcing military laws, orders, and regulations.
- Advising, assisting, and supporting indigenous civil and military police forces, as required.

Command Relationships. The military police brigade is assigned and responsive to the commander, TAACOM. In order to maximize its area and functional support it coordinates with the following ACofS sections: ACofS, personnel; ACofS, security, plans and operations (SPO); ACofS, services; and ACofS, civil military operations (CMO). The military police brigade provides support to the ASGP with elements of the MP battalion undertaking area-wide support for that area in which the ASGP is located. This provides the MP brigade commander maximum flexibility in using his assets to meet missions on a priority basis. The brigade undertakes direct and continuing coordination with MI units of TAACOM, with the intelligence and law enforcement units supporting theater air force and naval assets,

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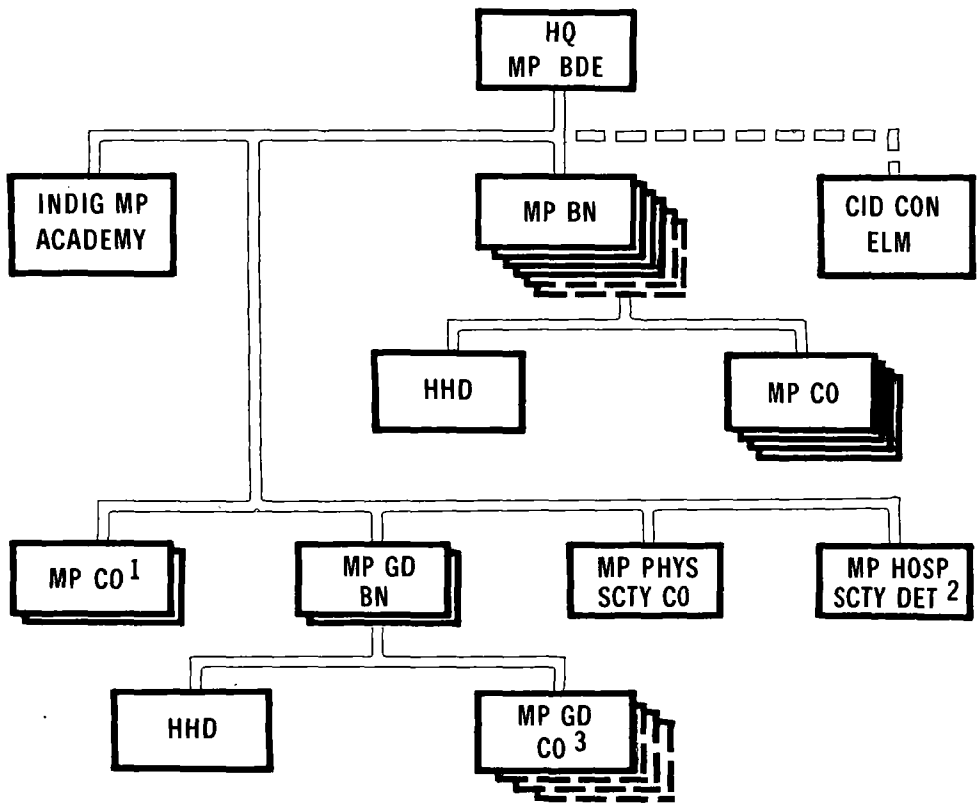
with PERSCOM PW and confinement elements, with CA units, with the USACIDC element supporting the theater, and with intelligence and police services of host governments. The brigade also maintains continous coordination with the highway traffic headquarters regarding vehicular traffic flow on and about MSRs and major shipping/receiving activities.

Organization and Capabilities. The organization of the TAACOM military police brigade is depicted in figure 6-1. The organizations have these capabilities:

The headquarters and headquarters company, military police brigade (TOE 19-262), commands, plans, supervises, coordinates, supports, trains, and controls the operations of two or more military police battalions and all other assigned or attached units that provide military police service within the COMMZ

HHD, military police battalion (TOE 19-76), is organized as a command and control element for area-oriented operations. This detachment provides command, control, staff planning, criminal investigation, and support for two to six military police companies.

The HHD, military police battalion (team AE, TOE 19-500), provides command and control for the functionally oriented responsibilities of the TAACOM military police brigade; namely, railway guard operations for the TRANSCOM. It provides command, control, staff planning, and administration for assigned and attached units.



Attached

1 1 to TAHQ; 1 to THQ
2 1 per GH and Conv. Cen.
3 1 per trans ry bn

Figure 6-1. TAACOM MP BDE

The military police company (TOE 19-77) provides area-oriented and command-oriented military police support in the COMMZ.

The military police guard company (TOE 19-247) provides guard services for the protection of facilities, installations, railways, trains, pipelines, and inland waterways and for the custody of enemy prisoners of war, civilian internees, detainees, and US military prisoners.

The military police physical security company (TOE 19-97) provides close-in physical security services for sensitive installations and facilities or operates as a rear area security force.

The military police criminal investigation detachment (team LC, TOE 19-500) provides services required for the prevention and investigation of crime among military personnel and other persons subject to the Uniform Code of Military Justice.

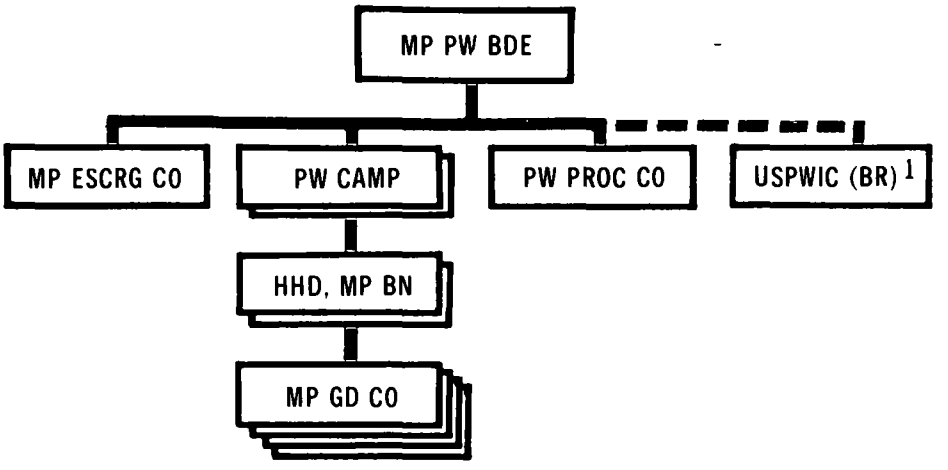
Military police hospital security detachments (teams IG, FS, and IC, TOE 19-500) provide security and police services to the convalescent centers, medical supply points (MEDSOM), and general hospitals of the MEDCOM.

Selected military police detachments (teams AC, QB, QD, QE, QG, QH, and NA, TOE 19-500) advise, assist, and support indigenous civil, paramilitary, and military police.

Concept of Operation. Since most of the military police support in the COMMZ is provided on an area basis, the TAACOM military police brigade is employed as the major operating headquarters. The military police brigade operations extend over the entire COMMZ land area. The brigade commander assigns areas of responsibility and functional missions to the groups, battalions, companies, or detachments assigned as operating elements of this brigade. The brigade also provides military police services oriented toward the other TA commands.

Prisoner of War Brigade, PERSCOM

Mission and Functions. This brigade provides evacuation, processing, security, and administration of enemy prisoners of war, civilian internees, and detainees within the theater army. The brigade accomplishes its mission by—



1 Branch U.S. prisoner of war/civilian internee, information center, attached.

Figure 6-2. PW BDE PERSCOM

- Providing a centralized prisoner of war information, data, and statistical service.
- Receiving and processing captured enemy personnel evacuated from the combat zone.
- Providing command, administration, logistic support, information and education, and security guards for the operation of prisoner of war/civilian internee camps.
- Providing escort guards to evacuate captured enemy personnel from the combat zone to designated reception and processing camps in the COMMZ.
- Providing limited services for the prevention and investigation of crime among military personnel.
- Monitoring all inspections of enemy prisoner of war, civilian internee, and detainee facilities in the theater army, to include those by a protecting power or the International Committee of the Red Cross.

Organization and Capabilities. The organization of the prisoner of war brigade, PERSCOM, is depicted in figure 6-2. The capabilities of the organizations assigned to the prisoner of war brigade are:

The headquarters and headquarters company military police prisoner of war brigade (TOE 19-282), provides command, administration, and logistic assistance to COMMZ prisoner of war camps.

The HHC, military police prisoner of war camp (TOE 19-256), provides command, administration, logistic support, and security guards for enemy prisoners of war and civilian internees.

The HHD, military police battalion (team AE, TOE 19-500), provides command, staff planning, and control for operations of assigned and attached units in securing prisoner of war camps and the evacuation of enemy prisoners of war and civilian internees from the combat zone.

The military police guard company (TOE 19-247) provides guard services to secure COMMZ prisoner of war/civilian internee camps.

The military police escort guard company (TOE 19-47) provides supervisory and security personnel for the evacuation and movement of enemy prisoners of war and civilian internees.

The military police prisoner of war processing company (TOE 19-237) receives, searches, and processes enemy prisoner of war and civilian internees to include making and maintaining reports and records and assigning an internment serial number to each enemy prisoner of war and civilian internee and furnishing all compiled information to the branch US prisoner of war/civilian internee information center.

The HHD, branch US prisoner of war/civilian internee information center (BR USPWIC) (TOE 19-503) is assigned to the theater army and attached to the prisoner of war brigade. The BR USPWIC acts as the central agency in a theater of operations for the receipt, maintenance, dissemination, and transmittal of records and reports relative to the treatment of enemy prisoners of war and the protection of civilian persons.

Military Police Battalion, Stockade, or Rehabilitation Training Center (TOE 19-316), PERSCOM

The military police battalion provides confinement or rehabilitation training facilities and personnel for military prisoners within the theater army. The battalion accomplishes its mission by—

- Providing command, staff planning, administration, and logistic support for a stockade or rehabilitation training center for military prisoners.
- Providing necessary instruction, supervision, and training to rehabilitate military prisoners and to permit their return to active duty.

Crime Laboratory Services

Laboratory services in support of criminal investigation operations throughout the theater, including inter-Service responsibilities are provided by a crime laboratory assigned directly to theater army. Under the control of the theater army provost marshal, the services provided by

this unit include chemical analysis, firearms identification, and document and fingerprint examination.

Command and Control Relationships

The prisoner of war brigade and stockade and rehabilitation battalion are major subordinate commands of PERSCOM and perform functionally oriented military police support in the COMMZ.

The TAACOM military police brigade has area military police responsibility throughout the COMMZ and adjusts assets to meet needs throughout the area by prioritizing requirements. Should requirements in a specific location become extensive, sufficient assets are tasked to meet these requirements and are given specific responsibilities to cover this area.

Military Police in the TAACOM Headquarters

While RAP is a function of direct responsibility of the TAACOM commander, one of the resources of the TAACOM for RAP missions is found in the military police brigade assigned to the TAACOM. Rear area operations centers designed to control the requirements of missions are assigned to the ASGP. Officers and enlisted personnel specially trained in RAP operations are assigned to the office of ACofS, SPO.

CHAPTER 7

CIVIL AFFAIRS SUPPORT

Responsibilities and Relationships

Civil affairs (CA) is a command responsibility and involves the relationship between the military commander and his forces and the civil authorities and populace. CA operations cover the full spectrum of civil-military relationships ranging from procurement of civilian goods and services to military government operations in the occupied enemy territory.

The nature of CA operations is dependent upon the CA authority of the commander, the intensity and proximity of combat, and environmental factors such as the state of development and attitudes of the populace in an area. One major aspect of civil affairs is command support. This includes procuring local goods and services for military use, reducing civilian interference in tactical operations, and assisting the commander in fulfilling his moral and legal obligation to the local government and civilian populace. CA operations are included in the planning for every military operation. This planning should consider the inherent capability of every military unit to conduct CA operations and provide for the employment of available CA units to augment this inherent capability.

Another aspect of civil affairs is governmental support. CA governmental support operations are conducted by the US military to aid and assist allied governments and populations or to establish a military government in occupied enemy territory to control and administer the area. Governmental support activities include the advice and assistance provided by selected CA specialists, the extensive involvement of CA and other military units in supporting a friendly or allied government and populace, and exercising legislative, executive, and judicial authority over occupied enemy territory.

Missions and Functions

Civil affairs missions in the COMMZ may include both command and governmental support operations. CA command support units provide CA support for US units. This support includes:

- Locating civilian resources for use by military forces.
- Assisting the commander in the discharge of his moral and legal obligations. This involves avoiding the imposition of undue hardship on the civilian populace and, as necessary, providing minimum essential goods and services.
- Reducing interference with military operations by the civilian populace, especially refugees.

CA governmental support is administered on a functional basis and:

- Must be tailored to provide the support required to accomplish the political-military objectives of the operation.
- May be selective when damage and disruption is isolated or may be general where a government is unable or cannot be permitted to function, and the economy and its institutions have suffered significant damage.
- Should be temporary in nature.

Organizational Concepts

CA organizational concepts provide for rapid deployment and attachment of CA command support units with other US forces and the tailoring of CA governmental support units to conform to the political, geographic, demographic, and economic structure of the area. This flexibility is provided by the use of standard and cellular tables of organization and equipment to structure CA units. Command support to units in the COMMZ is furnished by the following:

A CA Rear Area Support Battalion (fig 7-1) assigned to a theater army area command provides command support to military units in the COMMZ. This battalion includes a battalion headquarters with CA functional teams as required (TOE 41-500) and a CA rear area support company for each area support group within the theater army area command.

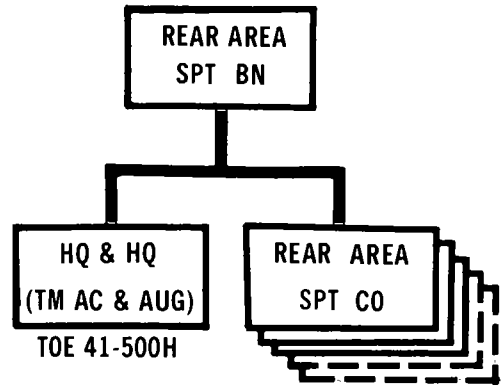


Figure 7-1. Civil affairs rear area support battalion.

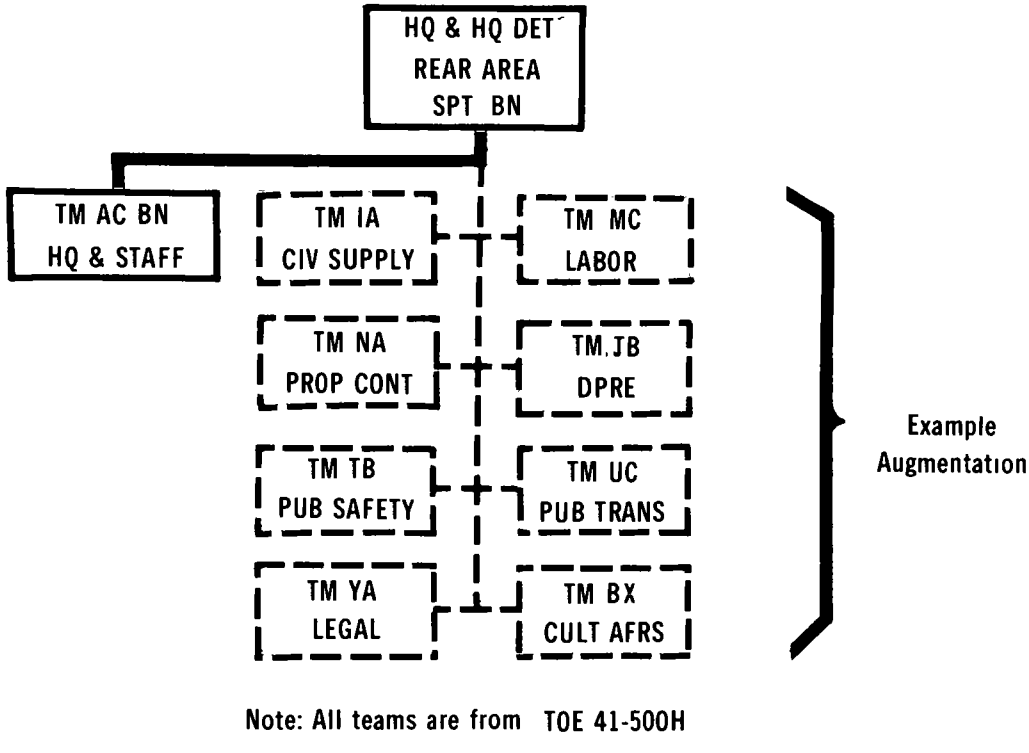


Figure 7-2. Illustrative headquarters and headquarters detachment, CA rear area support battalion.

The Headquarters and Headquarters Detachment of the Rear Area Support Battalion provides command for the battalion, CA support for the TAACOM headquarters, and CA backup support for the remainder of the CA rear area support battalion. The battalion headquarters and staff is augmented with those CA resources necessary to support the TAACOM headquarters and provide CA backup support. Figure 7-2 provides an example of how the detachment might be structured.

A CA Rear Area Company (fig 7-3) from the battalion is normally attached to each ASGP. It assists the ASGP commander by insuring that his legal and moral obligations to the local civilian populace are met and by providing CA support to units located in or moving through the ASGP's area of responsibility. A major reponsibility is locating resources and coordinating their procurement. A CA rear area company may be employed in centralized or decentralized support of the ASGP. When employed in

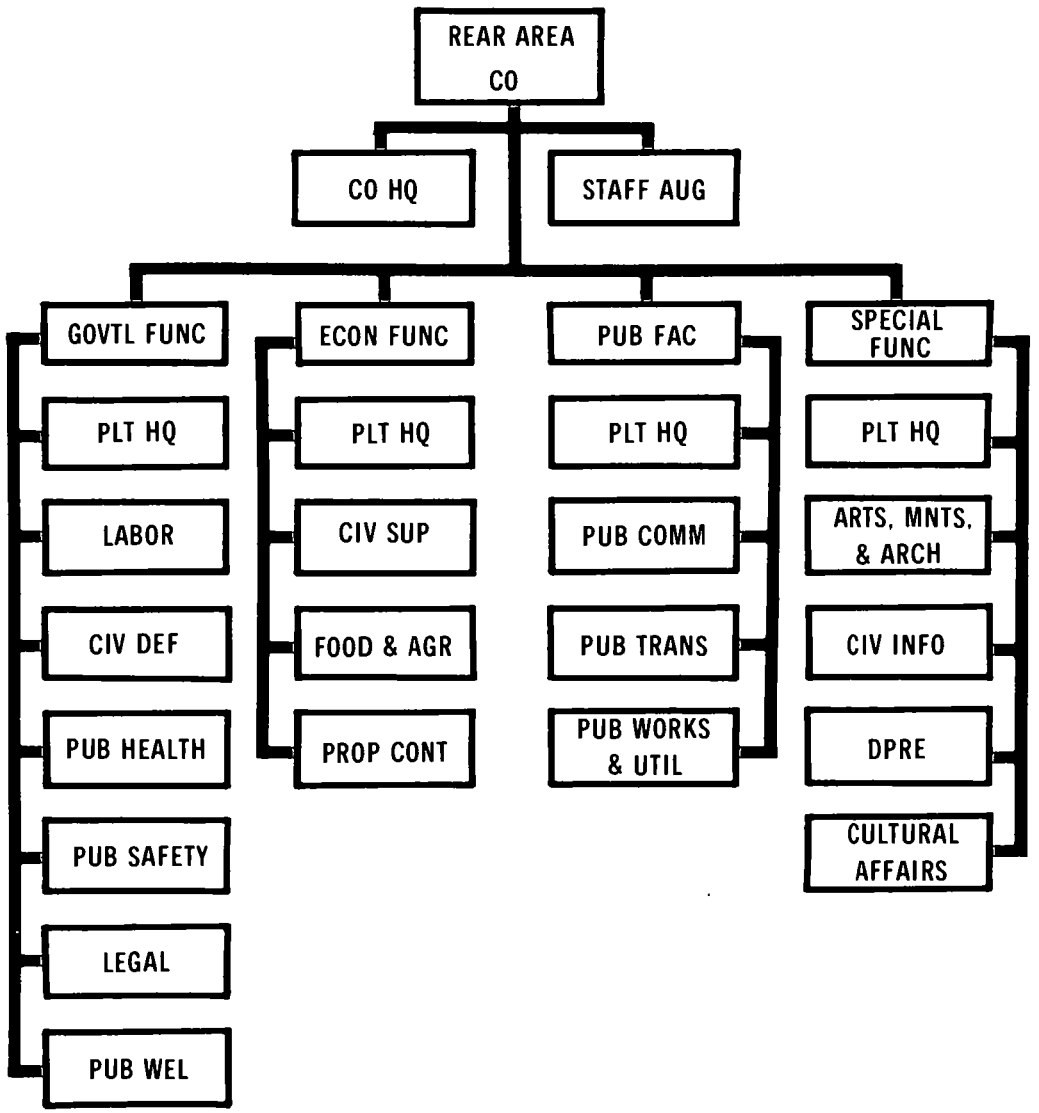


Figure 7-3. Civil affairs rear area company.

centralized support, the CA rear area company fulfills CA support requirements by responding to the ASGP commander. In the decentralized mode of operation, CA support is attached to major elements located within the ASGP area of responsibility, e.g., ports, hospitals, and engineer groups or brigades.

The theater CA governmental support organizational structure parallels the geopolitical structure in the area of operations. The nature of CA governmental support required determines the specific types and sizes of units. Units are organized and employed to achieve maximum economy of personnel, maximum flexibility of employment, and a minimum ratio of command, administrative, and overhead personnel to operational personnel. In achieving these objectives, both standard and cellular TOE units are employed. CA functional teams may be assigned to either type unit. Governmental support may be provided by the following:

A Theater CA Command (TOE 41-12H) (fig 7-4) is a standard TOE organization incorporating a directorate staff. As the theater or theater army commander's agency for CA, the TCAC assists in fulfilling obligations arising from treaties, agreements, or customary international law. In governmental support operations, the theater CA command may:

- Serve as the senior headquarters in the CA governmental support chain of command. In this capacity it is capable of exercising command and control over two or more brigades.
- Formulate plans, policies, and programs for CA operations in accordance with established national policy and other directives.
- Coordinate, deploy, direct, and supervise CA governmental support activities in accordance with national policies and directives.

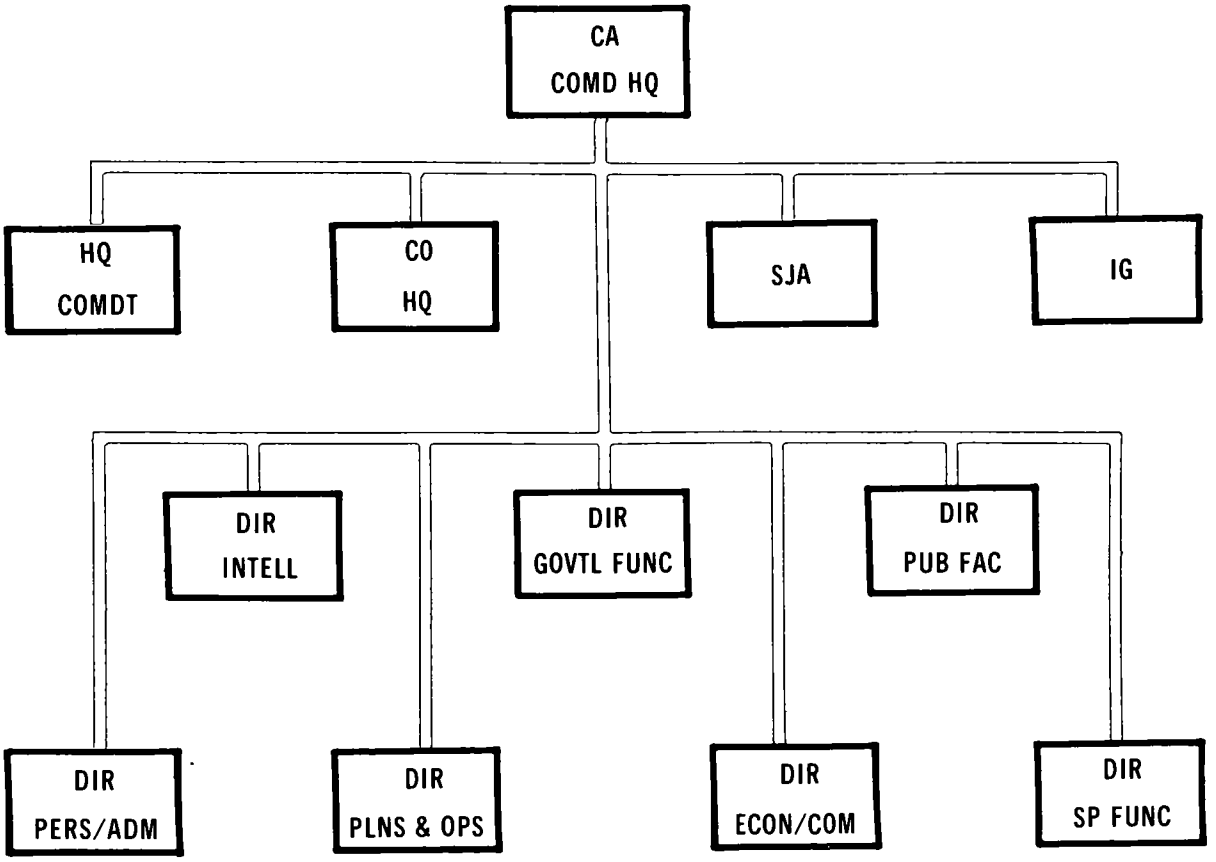


Figure 7-4. Theater civil affairs command.

- Provide advice, assistance, and support to local governments as directed.
- With appropriate augmentation, establish and administer the central government of a major nation if required.

A CA Brigade is a command and control headquarters which is capable of exercising command and control over from one to six CA groups or battalions. In governmental support operations it may also:

- Advise and assist the national government of a small nation or a major subnational government unit of a larger nation, e.g., a region.
- Plan, coordinate, and supervise CA activities to insure that governmental support objectives are achieved.

A CA Group Headquarters is a command and control headquarters possessing no organic CA functional capability. Functional capability, as needed, is provided by assigning or attaching CA functional teams. A CA group is capable of:

- Exercising command and control over from one to six CA battalions or from one to ten CA companies.
- With appropriate assigned or attached CA units and functional teams, administering or performing CA functions in a large city, province (state), or comparable entity.

A CA Battalion performs tasks similar to a CA group which require slightly less CA capability. It is a command and control headquarters possessing no organic CA functional capability. Functional capability, as needed, is provided by assigning or attaching CA functional teams. A CA battalion is capable of:

- Exercising command and control over from one to six assigned or attached CA companies.
- With appropriate assigned or attached CA units and functional teams, administering or providing CA advice, assistance, and support to a province (state) or large city government.

A CA Company is a command and control organization possessing no organic CA functional capability, however, normally it is tailored by assigning or attaching appropriate functional teams. This enables a company to perform functional activities in addition to its command and control responsiblities. A CA company may be employed to:

- Exercise command and control over from one to ten assigned or attached CA platoons.
- Administer or provide CA advice, assistance, or support to a medium size city or urban district (county) civil government.

A CA Platoon Headquarters is the smallest CA command and control unit. It may operate alone or it may be augmented by assigning or attaching functional teams. A CA platoon may be employed to:

- Exercise command over from one to ten assigned or attached functional teams.
- Administer or provide CA advice, assistance, or support to a town, small city, major subdivision of a large city (precinct), or rural district (county).
- Establish and supervise camps for displaced persons, refugees, or evacuees.

CA Functional Specialists are organized by speciality into functional teams. CA functional teams are the basic building blocks for CA units. Functional teams are capable of performing missions in line with their respective specialties. A functional team has minimal organic support (usually only sufficient transport to move its personnel and equipment). Consequently, the team must be provided administrative and logistical support by its parent unit or the supported agency. The 20 CA functional specialties are grouped under four functional areas as follows:

- Governmental functional area - public administration, public education, public finance, public health, public welfare, public safety, civil defense, labor, and legal.
- Economic functional area - civilian supply, economics and commerce, food and agriculture, and property control.
- Public facilities functional area - public communications, public transportation, and public works and utilities.
- Special functional area - arts, monuments, and archives; civil information; displaced persons, refugees, evacuees; and cultural affairs.

Operational Concepts

CA command support units are normally assigned or attached to the units they support. Consequently, operational control of these units in the COMMZ is exercised through the TAACOM chain of command (fig 7-5). Responsibilities of CA command support units parallel that of the supported unit. CA assistance is provided subordinate elements of the supported command or tenant units within the command's area of responsibility.

When hostilities cease, administrative commanders may be assigned responsibility for administering the CA governmental support operations of specified geopolitical areas. In such instances, CA governmental support units within these areas will be controlled by the responsible commander. In

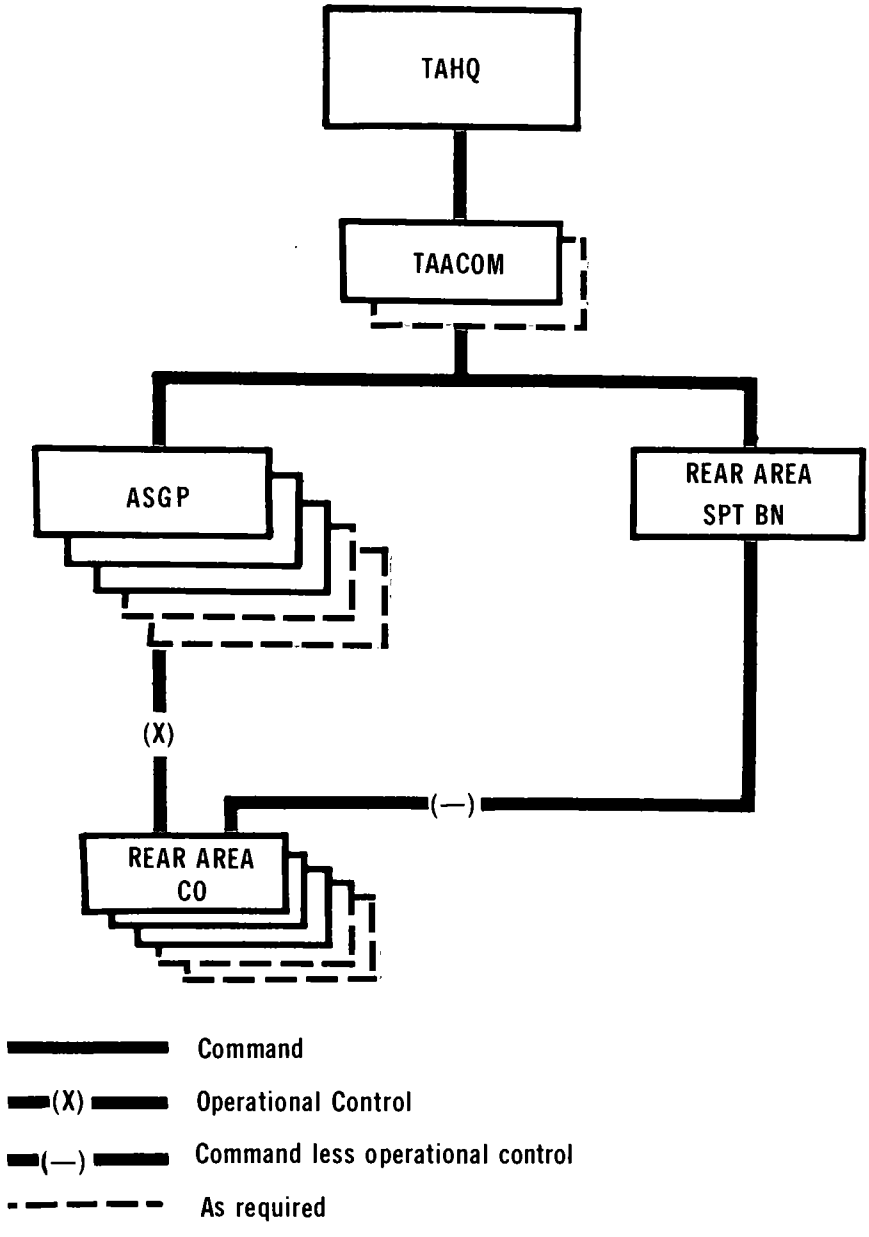


Figure 7-5. CA command support and control for the COMMZ.

contrast to the command support organizational structure, the governmental support structure employs a CA chain of command (fig 7-6). A theater commander might delegate the responsibility for governmental support operations to the theater army commander. CA governmental support units are assigned responsibility for specified geopolitical subdivisions or areas. In areas where it is possible to relieve tactical and administrative commanders of the responsibility for CA assistance to the local

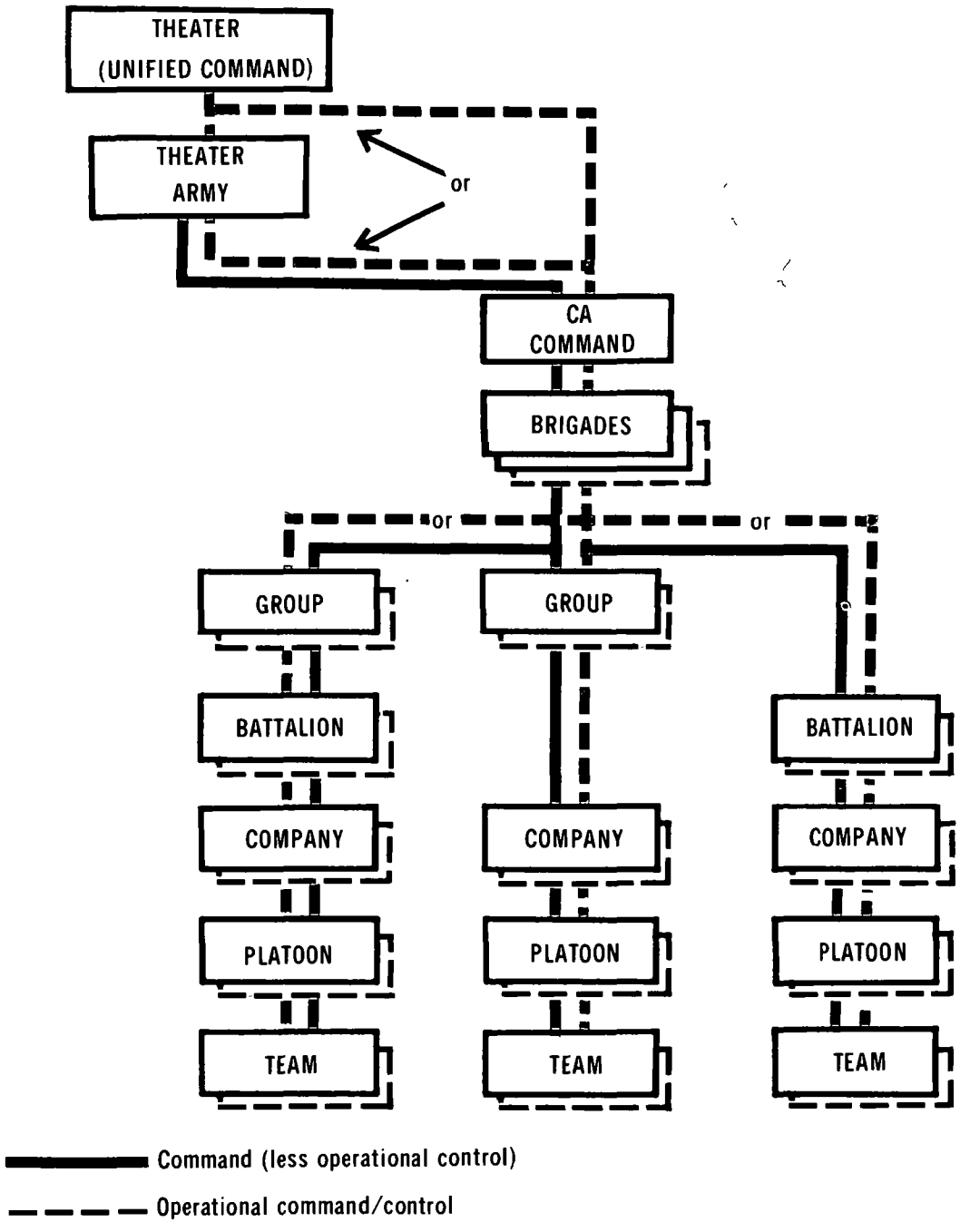


Figure 7-6. Civil affairs governmental support command and control.

government and populace, governmental support units should be deployed as early as possible.

Civil affairs command and governmental support units may both be operating in the COMMZ. At such times, the governmental support unit is responsible for establishing and maintaining liaison with command support units in the same area. The command and governmental support interface provides a logical point for coordinating civil-military matters. An effective command and governmental support relationship facilitates accomplishing joint civil-military programs, allocating critical resources between the military and civilian sectors, and in general, achieving improved civil-military cooperation.

Situations may arise wherein the civil affairs effort is almost completely command support or governmental support. US forces may be committed to support an ally requiring primarily military assistance and only limited governmental support. In such an instance, a CA governmental support structure would not be required. Command support units, controlled through tactical and administrative chains of command, could perform limited governmental support tasks. Likewise, in internal defense and development operations, where only limited command support requirements might occur, CA governmental support units may provide such assistance to other US forces as required. In both cases it may be necessary to provide limited augmentation to CA units to accomplish these increased responsibilities.

APPENDIX A

REFERENCES

Army Regulations (ARs)

1-35	Basic Policies and Principles for Interservice, Interdepartmental, and Interagency Support.
(C) 10-122	United States Army Security Agency (U).
11-8	Principles and Policies of the Army Logistics System.
(S) 11-11	Major Command Stockage Levels Worldwide (U).
11-14	Logistic Readiness.
65-1	Army Postal Operating Instructions.
310-25	Dictionary of United States Army Terms (Short Title: AD).
611-series	Personnel Selection and Classification.
710-2	Materiel Management for Using Units, Support Units, and Installations.

Field Manuals (FMs)

3-1	Chemical, Biological, and Radiological (CBR) Support.
5-35	Engineer's Reference and Logistical Data.
5-162	Engineer Construction and Construction-Support Units.
8-10	Medical Support, Theater of Operations.
9-6	Ammunition Service in the Theater of Operations.
9-14	Explosive Ordnance Disposal Service.
10-13	Supply and Service Reference Data.
10-60	Subsistence Supply and Management in Theaters of Operations.
11-series	Signal.

12-2	Personnel and Administrative Support in Theaters of Operation.
14-3	Comptroller Support in Theaters of Operations.
16-5	The Chaplain.
19-4	Military Police Support, Theater of Operations.
29-6	The Personnel Command.
29-20	Maintenance Management in Theaters of Operations.
29-23	Direct Support Maintenance Operations (Nondivisional).
29-24	General Support Maintenance Operations.
30-series	Military Intelligence.
31-23	Stability Operations—US Army Doctrine.
31-70	Basic Cold Weather Manual.
31-85	Rear Area Protection (RAP) Operations.
(S) 32-10	USASA in Support of Tactical Operations (U).
38-24	Classes of Supply.
41-10	Civil Affairs Operation.
44-1	US Army Air Defense Artillery Employment.
54-9	Corps Support Command.
55-series	Transportation.
100-5	Operations.
100-10	Combat Service Support.
100-15 (Test)	Larger Unit Operations.
(C) 100-20	Field Service Regulations, Internal Defense and Development (IDAD) (U).
101-5	Staff Officers' Field Manual: Staff Organization and Procedure.
101-10-1	Staff Officers' Field Manual: Organizational, Technical, and Logistical Data—Unclassified Data.
101-10-2	Staff Officers' Field Manual: Organizational, Technical, and Logistical Data Extracts of Nondivisional Tables of Organization and Equipment.
101-31-1	Staff Officers' Field Manual: Nuclear Weapons Employment, Doctrine and Procedures.

APPENDIX B

ABBREVIATION INDEX

ACofS	assistant chief of staff
ASGP	area support group
BR USPWIC	branch US prisoner of war/civilian internee information center
CA	civil affairs
C-E	communications-electronics
CLSC	COMSEC logistics support center
CLSU	COMSEC logistics support unit
CMO	civil-military operations
COGS	combat oriented general support
COMMZ	communications zone
COMSEC	communications security
COSCOM	corps support command
DS	direct support
DSU	direct support unit
ENCOM	engineer command
EOD	explosive ordnance disposal
EW	electronic warfare
GS	general support
HHC	headquarters and headquarters company
IDAD	internal defense and development
IG	inspector general
IO	information officer
JA	judge advocate

JTB	joint transportation board
LOC	line of communication
LRO	logistic readiness officer
MAC	Military Airlift Command
MCC	movement control center
MEDCOM	medical command
MEDSOM	medical supply, optical, and maintenance unit
MMC	materiel management center
MMMC	medical materiel management center
MSC	Military Sealift Command
NBC	nuclear, biological, and chemical
NICP	national inventory control point
OPSEC	operations security
PAC	personnel and administration center
P&A	personnel and administration
PERSCOM	personnel command
POL	petroleum, oil, and lubricants
PPWR	prepositioned war reserves
PSYOP	psychological operations
PWRS	prepositioned war reserve stock
RAOC	rear area operations center
RAP	rear area protection
RPMA	real property maintenance activity
SPO	security, plans, and operations
TA	theater army
TAACOM	theater army area command
TCAC	theater civil affairs command
TCC (A)	theater communications command (army)
TCLC	theater COMSEC logistic support center
TCS	theater communications system
TMO	transportation movements office
TOE	table of organization and equipment
TRANSCOM	transportation command
USASA	United States Army Security Agency

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30 NOVEMBER 1976

By Order of the Secretary of the Army:

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General, United States Army
Chief of Staff

Official:

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CHAPTER 2

THEATER ARMY COMMAND AND TERRITORIAL STRUCTURE

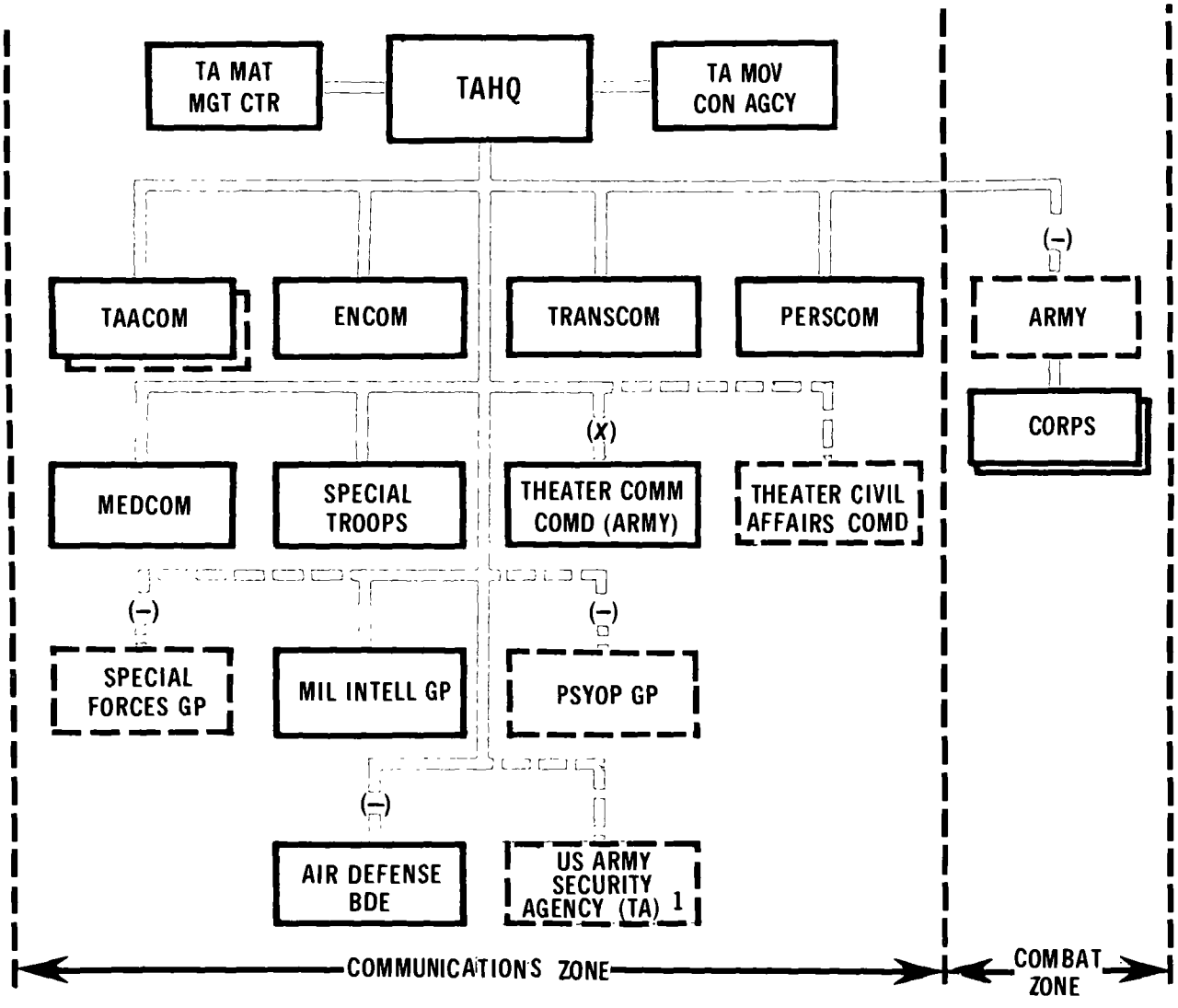
Theater of Operations

Within a theater of operations, US Army forces are employed under a unified command. The theater commander organizes the command and administrative structure of the unified command and exercises operational command of all assigned forces. Normally, this function of command is exercised through subordinate component commanders or subordinate unified or joint task force commanders, or directly through other task force or major subordinate force commanders. The theater commander exercises directive authority within his command in the field of combat service support.

Theater Army

The theater army commander is the Army component commander and is responsible for making recommendations to the theater commander on the proper employment of the theater army. He is also responsible for accomplishing such operational missions as may be assigned by the theater commander. Figure 2-1 shows the basic elements of a typical theater army. Other responsibilities of the theater army commander include training, administration, combat service support, welfare, and combat readiness of assigned Army forces and support of other forces, as directed. In wartime, the theater army commander exercises command of all US Army forces, less operational control of corps and other Army elements directly under the operational command of the theater (unified command) commander or other designated headquarters. In peacetime the TA commander normally will exercise command, including operational control, of all US Army forces in the theater except Army air defense artillery and the US Army Communications Command elements. Combat service support responsibilities of the theater army commander for specific geographical areas are normally assigned to the commanders of the corps support command(s) (COSCOM) and theater army area command(s) (TAACOM) in accordance with unified or combined command operational arrangements.

The theater army commander retains overall control of combat service support operations to insure uniformity of support in the combat zone and the COMMZ. He exercises control by establishing priorities for accomplishing the theater army mission and the allocation of combat service support resources as required. The theater army commander normally assigns responsibility and delegates authority to major subordinate commanders to issue technical instructions and to conduct technical inspections applicable to the force supported.



As required
Command
(X) Operational control
(–) Command. During wartime, the commander of the unified or combined command normally exercises operational command.

1 PROVIDES SUPPORT IN ACCORDANCE WITH AR 10-122

Figure 2-1. Theater army organization (large theater of operations).

developed, will normally be provided by the PERSCOM ADPC. Input/output devices may provide digital communications support to the MEDSOM and other medical facilities.

Preventive medicine teams provide comprehensive preventive medicine support to the COMMZ. Field service sections provide consultation services, support, and training in medical epidemiology and medical zoology, sanitary engineering, and veterinary aspects of zoonotic and foodborne disease control that are beyond the routine responsibilities and capabilities of the commander and his organic medical personnel.

Medical laboratory teams provide laboratory support to all medical units in the COMMZ. Laboratory services include assistance in the identification of biological agents, medical research, technical inspection, manufacture of diagnostic agents, support of epidemiological studies, and a theater histopathology center.

Dental service in the COMMZ is furnished through hospital and area dental facilities. Organic dental services of the general, station, and field hospitals and convalescent centers provide dental care for personnel admitted to these facilities. Dental service teams (TOE 8-500/600) provide area dental service in the COMMZ based on troop population and density.

Veterinary service is provided on an area basis by TOE 8-670 teams, consisting of veterinary hospital, dispensary, and food inspection teams.

Blood bank service is a theater-wide service and interfaces with the CONUS system. Blood bank service units (Team AJ, Blood Bank Service HQ; Team NA, Blood Processing Detachment; Team NB, Blood Collecting Detachment; Team NC, Blood Distribution Detachment) are allocated to the theater in sufficient numbers to meet the responsibilities of the theater blood program.

Medical Supply, Optical, and Maintenance Unit (MEDSOM)

The MEDSOM is assigned to the MEDCOM to operate as a receiving, storage, repair, and issue point for medical supplies and equipment. The MEDCOM MMMC maintains inventory control of medical supplies and equipment. The MEDSOM receives, classifies, stores, and issues medical supplies and provides medical maintenance and optical laboratory support.

Medical Group

Medical group headquarters (TOE 8-122) assigned to the MEDCOM normally provides command, control, staff planning, and supervision of operations, training, and administration of attached medical units. The medical groups usually have dual missions of providing support to medical units in the combat zone and health service support to the units in the COMMZ. Support to the corps normally consists of relieving medical units of patients and, in general, reinforcing the corps health service support. Medical battalion headquarters units are assigned to the medical command and attached to the medical groups to exercise command and control and to provide personnel, supply, and vehicle maintenance services to attached units.

Hospital Center

One hospital center headquarters (TOE 8-502) commands and controls several attached general hospitals or a combination of general hospitals, convalescent centers, and other hospitals in the COMMZ. This headquarters normally functions as a controlling agency for attached units. Operating functions, such as professional consultation service, supply, and laundry service normally performed by individual hospital units, may be centralized and controlled by the hospital center headquarters.

Hospitalizaton and Evacuation

The MEDCOM provides hospitalization for all patients originating in the COMMZ and those relieved from the combat zone. Both the number and types of hospitals required depend on the location of the COMMZ in relation to military operations, the level of hostile activity, and the theater evacuation policy. Patients are normally evacuated from the combat zone by air, sea, rail, and land transportation to general hospitals in the COMMZ. Evacuation from the theater is primarily by air. Hospitals in the COMMZ are classified and organized on

the basis of bed capacity, type and extent of medical treatment capabilities, and their primary missions.

General hospitals are fixed installations that provide medical treatment of a definitive and specialized nature for all types of patients in a theater of operations. Usually, general hospitals receive patients from treatment facilities in the combat zone, station hospitals in the COMMZ, and dispensaries located in their immediate vicinity.

Station hospitals are fixed hospitals that normally serve a limited area within the COMMZ and routinely do not receive patients from the combat zone. They are established in the COMMZ when there is a sufficient permanent concentration of military personnel to require local hospitalization. The station hospital is generally the type of hospitalization facility found in the area assigned to a TAACOM ASGP.

Field hospitals, are used to provide local (area) hospitalization facilities to temporary troop concentrations in the COMMZ.

Convalescent centers, normally subordinate to hospital centers, are designed to recondition and prepare patients no longer requiring hospitalization for return to full duty. Beds in convalescent centers are not charged against theater fixed-bed requirements.

IDAD Operations Requirements

Health service support has proved to be one of the most effective US Army resources for gaining the support of civilian populations. The numerous health hazards prevalent in most developing nations and the lack of host country medical personnel and facilities place a high premium on US health services. Since medical resources are scarce and the need for them is critical, health service support must be established to provide for concurrent conduct and support of both tactical operations and military civic action programs. US Army Medical Department personnel may be called upon to assist host country forces to develop medical capabilities. MEDCOM support in IDAD operations is normally coordinated at the national level and the provincial or regional area coordination center.

THEATER ARMY AREA COMMAND

Mission and Functions

The theater army area command (TAACOM) provides DS combat service support and GS supply, maintenance, and services (less medical, COMSEC, and map supply) to units passing through or located in the COMMZ and to other forces as directed by the TA commander. The TAACOM is also responsible for planning, coordinating, and executing RAP operations within the COMMZ. The TAACOM may also be assigned the mission of storage and maintenance for TA prepositioned war reserves (PPWR) and other theater stocks. TAACOM HQ has responsibility for the command and control of subordinate units that provide:

- DS combat service support (less medical, COMSEC, map supply).
- GS supply (less medical, COMSEC, and maps).
- GS maintenance services (less medical and COMSEC).
- GS field services.
- Procurement services.
- Nuclear, biological, and chemical (NBC) services and support as outlined in FM 3-1.
- Operation of the bulk POL pipeline system when this responsibility is not assigned to a petroleum brigade at theater level.
- Chemical technical escort services.
- Military intelligence support.
- Civil affairs.
- Psychological operations.
- Explosive ordnance disposal.
- RAP.
- Combat military police support.
- ADP services.

Organization

The TAACOM consists of a headquarters and headquarters company (HHC) and special troops and subordinate units as indicated in figures 5-9 and 5-10.

Command Relationships

The TAACOM, as a major subordinate command of TA, is coequal with the other TA commands. TA HQ provides the TAACOM with policy direction, broad guidance on supply and maintenance planning, and general supervision of support operations to include RAP planning for assigned areas of responsibility within the COMMZ. TA retains responsibility to provide intensive management for and control the allocation of selected items of materiel.

The TAACOM has a host-tenant relationship with other TA commands in the COMMZ. In this role it coordinates with the commands to insure that the TAACOM DS combat service support is provided on a responsive basis. The TAACOM also coordinates the planning and operational activities concerning its provision of GS supply, maintenance, and field services to the commands.

The TAACOM coordinates directly with CONUS national inventory control points and national maintenance points on supply and maintenance requirements, except for selected items that are intensively managed and allocated by TA. When delegated by TA, the TAACOM coordinates with allied forces, theater air force, and theater navy to satisfy their supply and maintenance support requirements. Through its procurement centers in foreign countries, the TAACOM cooperates with US Department of State missions and with the theater-level joint procurement coordinating board (when established). In coordination with the TA ACofS, CMO, it may also conduct direct negotiations with governmental agencies or private individuals in the host countries for required services or supplies.

TAACOM, on direction of TA, will provide marshaling support to corps airborne forces.

While the COSCOM will normally deal directly with CONUS on supply and maintenance matters, as does the TAACOM, there must be continuing coordination between the TAACOM and the COSCOM to insure responsive backup support when so directed by TA.

Automatic Data Processing Center (ADPC)

The ADPC provides a large capacity ADP capability for the TAACOM and the ENCOM. TAACOM functions that ADP services may support include—

- Unit readiness reporting.
- RAP.
- Personnel management.
- Materiel management.
- Labor management.
- Military police services.
- Budget, finance, and fiscal accounting services.
- Records administration.

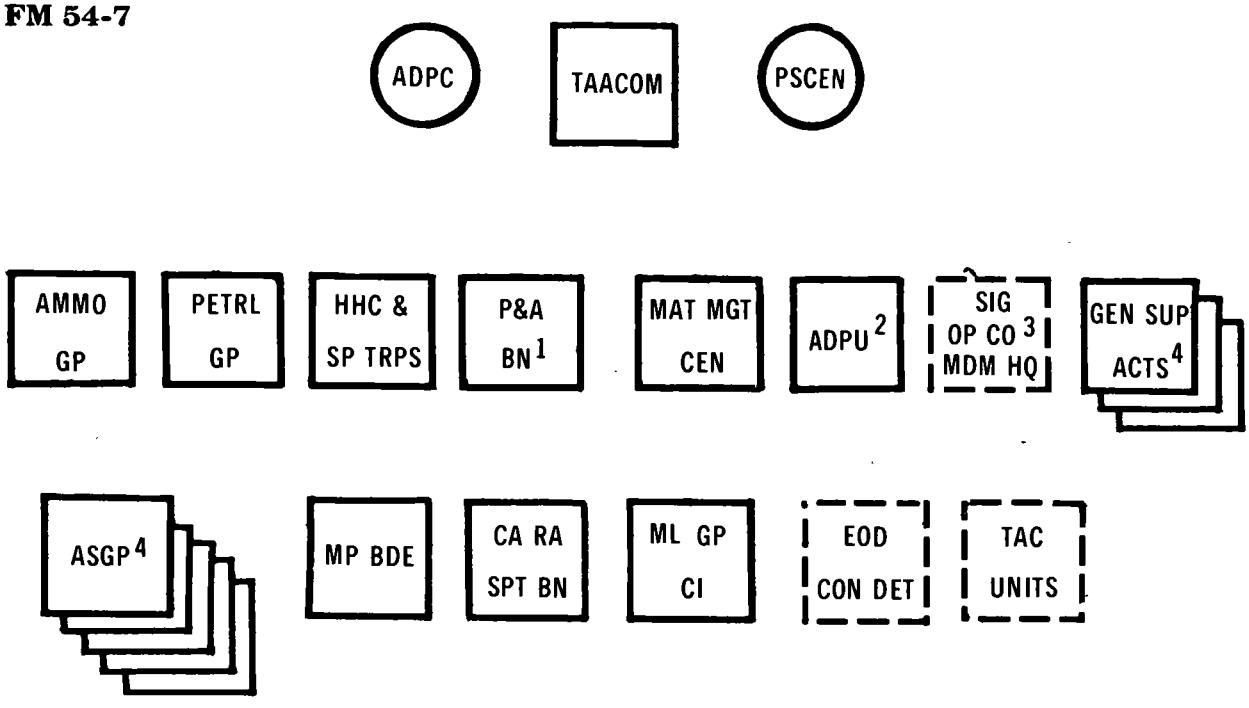
The ADPC also provides alternate automatic data processing equipment support for other TA computer centers. It can install, operate, and maintain general purpose data processors, including associated devices and data transmission terminals and maintain a computer program library for local data processing requirements.

One ADPU is assigned to each TAACOM headquarters to operate an ADPC. The ADPC is not involved in the management of the combat service support functions. It simply provides machine services. The ADPC uses computer programs developed centrally in CONUS based on centrally developed functional systems.

Materiel Management Center

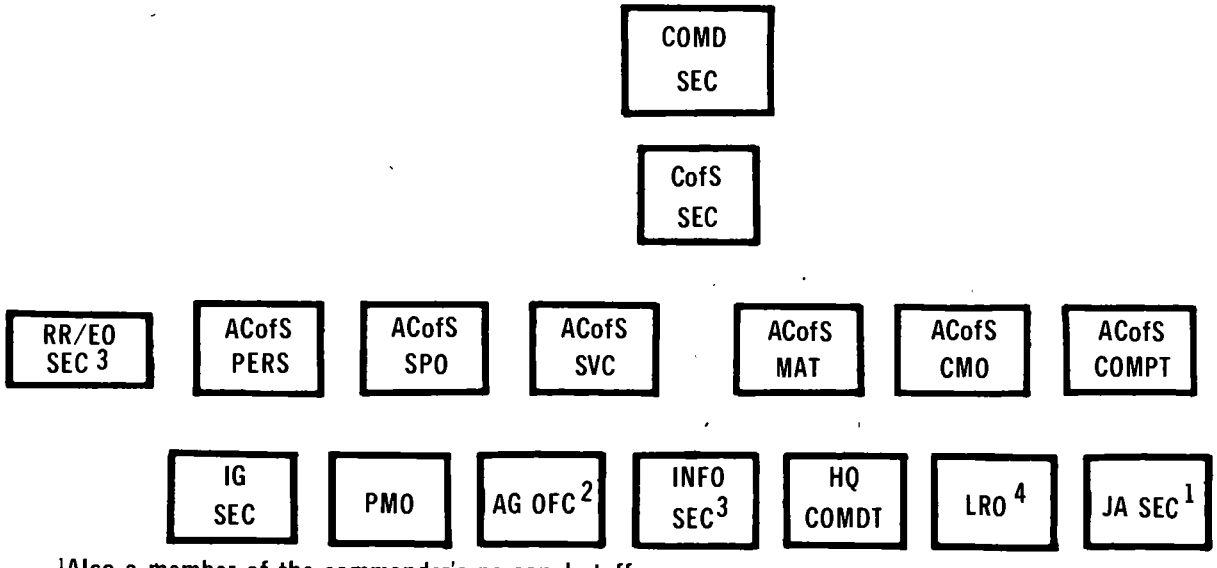
Through the combat service support data system, the TAACOM is linked with supported, supporting, and subordinate units within its area of responsibility and with supporting activities in CONUS.

The MMC (fig 5-11) is an extension of the office of the TAACOM ACofS, materiel. The center is organized with a Materiel Manage-



– – – – Attached as required.
[1]Provides personnel to operate the personnel service center (PSCEN).
[2]Provides equipment and personnel to operate the ADPC.
[3]Attached less operational control.
[4]Variable number as required.

Figure 5-9. TAACOM



[1]Also a member of the commander's personel staff.
[2]Provides internal administrative support to the HQ under the staff supervision of the ACofS, pers.
[3]Direct access to the commander, as personal staff officer, as required.
[4]Logistic readiness office.

Figure 5-10. TAACOM HQ

FM 12-2 provides a detailed discussion of command relationships, operational concepts, and organization and capabilities of P&A support.

Signal Operations Company, Medium Headquarters

The signal operations company, medium headquarters (TOE 11-127) (fig 5-13), provides internal signal communications facilities and photographic service to the TAACOM headquarters. This company depends on signal units of the area communications system for trunking circuits and carrier termination facilities for integration into the area communications system. See FM 11-23 for further details on the operation of this company.

Explosive Ordnance Disposal Elements

EOD support activities are controlled and supervised at the TAACOM headquarters by the ACofS, SPO. The EOD branch advises the ACofS, SPO, on the execution of the EOD support plan through an organic EOD control detachment and EOD detachments. EOD detachments are assigned to the TAACOM and further attached to ASGPs for administrative and logistic support, on the basis of one per ASGP. Augmentation teams (conventional, chemical, and nuclear) will be attached as required.

The EOD branch—

- Provides staff supervision of EOD service in the COMMZ.
- Prepares directives governing EOD service in the COMMZ.
- Provides guidance to subordinate units relative to EOD service.
- Monitors, coordinates, and controls EOD support activities and the conduct of the explosive ordnance reconnaissance program.
- Advises the ACofS, SPO, on apportionment of personnel, units, special equipment, and the assignment of EOD incident priorities, as required.

Requirements for EOD service are reported to the rear area operations centers (RAOCs) at the ASGPs. RAOCs report the requirements to the control detachment attached to TAACOM. The control detachment assigns the requirements to the disposal detachment designated to provide EOD service in a specified geographical area or to the nearest available unit. Within the limits of established policy, EOD requirements may be reported directly to disposal detachments.

FM 9-14 contains details of the mission, responsibilities, functions, and method of operation for EOD units in the COMMZ.

Military Intelligence Group

A military intelligence group, counterintelligence, with a subordinate military intelligence company, counterintelligence, at each ASGP and with its other organic and attached units, provides counterintelligence assistance. The organization functions under the staff supervision of the TAACOM ACofS, SPO.

Military Police Brigade

A military police brigade is assigned to the TAACOM to command and control all military police assets providing area support or specific function support in the COMMZ, less those performed by PERSCOM MP assets. Area support includes MSR security, circulation control within the COMMZ, specific route reconnaissance, and rear area protection missions, to include limited tactical operations and civil disturbance control. Specific function support includes security of general hospitals or convalescent centers, railway security, water terminal security, security of special ammunition sites, and security of command headquarters (TA HQ and TAACOM). MP support for the ASGP is provided by the military police element responsible for area support of the ASGP location.

When conditions such as multiple TAACOMs, extensive width and depth of the COMMZ, water terminals, urban areas, rear area threats or multiple special ammunition sites exist, the assets of a single MP brigade may be insufficient to perform both area-wide and specific function support. In these conditions, the theater army commander

may establish a military police command (MPCOM), with two or more MP brigades and the MP assets of the PERSCOM. The commander, MPCOM, would function as the theater army provost marshal as well.

As the commander of a TAACOM element, the MP brigade commander is responsive to the TAACOM commander. In order to provide responsive support to the command, he coordinates with the following elements of the TAACOM staff on matters affecting their areas of reponsibility.

- ACofS, personnel on criminal investigation, the Command Crime Prevention Program, reporting and recording the state of command discipline, enemy prisoner of war activities, and confinement of military prisoners.
- ACofS, security, plans, and operations on the command physical security program, rear area protection (including civil disturbance control), and security of VIPs and critical installations.
- ACofS, services on control of military traffic, route security, and headquarters security.
- ACofS, civil-military operations on joint police operations, refugee control, civilian traffic control, and area damage control activities.

CA Rear Area Support Battalion

The CA rear area support battalion with one CA rear area company for each ASGP, provides CA command support to US Army units located in or passing through the COMMZ. The battalion functions under the staff supervision of the TAACOM ACofS, CMO. Chapter 7 contains a further discussion of civil affairs support.

Area Support Groups

ASGPs are structured with necessary operating units to provide direct combat service support (less ammunition, COMSEC, map supply, and medical support) for the TA commands and other designated forces in the COMMZ. ASGPs are assigned an area of responsibility depending on the density of military units and materiel to be supported and the political boundaries and identifiable terrrain features. Normally, one ASGP is assigned to TAACOM for every 15,000 to 30,000 troops to be supported in the COMMZ. ASGPs depend on other organizations for security, military police, personnel administration, and communication support. These groups are organized for specific missions that theater army assigns through TAACOM headquarters. The ASGP assists those supported installations assigned to other theater army commands in matters within the purview of the ASGP responsibility. Figure 5-14 depicts the organization of a type TAACOM ASGP. ASGP perform DS functions that may include—

- Supply (except ammunition, COMSEC, map supply, and medical supply).
- Maintenance services (except COMSEC, ammunition, and medical).
- Local transportation services.
- Collection, classification, and salvage of supplies and equipment (less medical and COMSEC).
- Postal services.
- Finance services.
- Decontamination.
- Labor supervision.
- Field services.
- Chaplain coverage.
- Graves registration.
- Rear area protection.

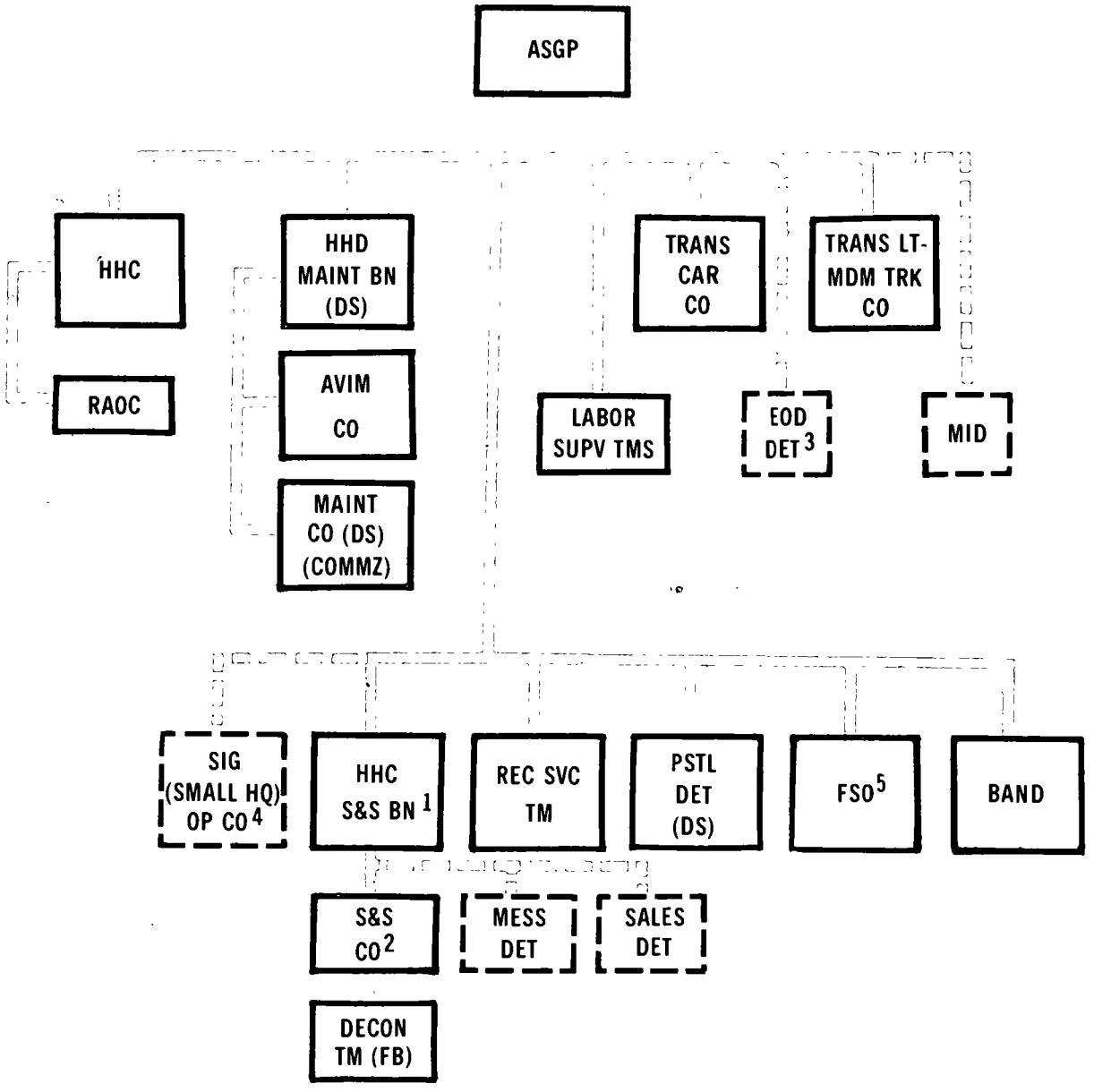
Ammunition Group

An ammunition group consists of conventional and special ammunition units and, in some cases, GS guided missile maintenance facilities. Ammunition maintenance and modifications are performed within unit capabilities.

The ammunition group provides ammunition support to using units located in the COMMZ and may, when directed by TA, provide an emergency source of ammunition for the combat zone when shipments cannot be made from CONUS. The ammunition group reacts to instructions from the TAACOM MMC. For additional details on the operations of this group, see FM 9-6 and FM 54-6.

Petroleum Group

The petroleum group and its subordinate units operate the bulk petroleum distribution system extending from ports of entry through the COMMZ and as far into the combat zone



– – – – Attached units.
[1]Assigned as required when 3 or more subordinate elements are employed.
[2]Assigned as required.
[3]Attached as required.
[4]Attached less operational control.
[5]Finance service organization.

Figure 5-14. TAACOM ASGP

as practicable. The petroleum group and its subordinate units react to instructions from the TAACOM MMC. They also perform organizational and limited DS maintenance on pipeline operating equipment while the ENCOM accomplishes major rehabilitation and new construction.

Other General Support Units and Activities

The organization for general support supply, maintenance, and services within the COMMZ must be highly flexible. The amount of backup support to the combat zone required, the size and composition of forces within the COMMZ, the geographical and political features of the area, and the nature of planned operations all play a significant role in determining the way in which this support is organized. However organized, general support units and activities will normally be directly under the TAACOM HQ in order to ensure the most efficient and effective support for the entire area supported.

The GS structure may be organized along commodity lines as combat-oriented general support (COGS) integrated materiel centers. The guiding principles for the organization of COGS centers include:

- Integrated supply and maintenance oriented along commodity lines.
- Commodity orientation based on repair skills rather than equipment.
- Repair and replacement of components and assemblies.
- Tailored organization to provide the most effective weapons systems support.

The COGS centers receive, store, and issue equipment and repair parts, however, GS repair parts common to several commodities may be consolidated at one of the centers or at a more centralized location. Presently there are six (6) types of integrated centers envisioned:

- Armament and Combat Vehicle Materiel Center.
- Wheel Vehicle Materiel Center.
- Communication and Electronics Materiel Center.
- Ground Support Materiel Center.
- Aviation Materiel Center.
- Missile Materiel Center.

In order to tailor the support structure austerely for a specific situation, two or more centers may be consolidated. On the other hand, optimum weapon system support may be achieved by having more than one center of a particular type. In addition to the six centers identified above, the TAACOM may have other general support activities to receive, store, and issue materials not processed by the COGS centers.

GS activities in the TAACOM may also be assigned the mission of storage and maintenance for TA prepositioned war reserve stock (PWRS) and other theater reserve stocks. When performing this mission, the activities are under the policy and direction of TA HQ which exercises control through the TA MMC.

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